

**TOWN OF CONCORD
SELECT BOARD
AGENDA
AUGUST 16, 2021
6:30 PM
141 Keyes Road
Concord, MA 01742**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmpRWHBla21CcZdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

One tap mobile

+16465588656,,84092395810# US (New York)

Dial by your location

877 853 5257 US Toll-free

888 475 4499 US Toll-free

Meeting ID: 840 9239 5810

Find your local number: <https://us02web.zoom.us/j/kcwFtQro3l>

#	Time	Agenda Item
1.	6:30pm	Call to Order
2.		Consent Agenda: <ul style="list-style-type: none"> West Concord Junction Cultural District Renewal Proclamation One Day Special Liquor Licenses <ul style="list-style-type: none"> Verrill Farm 8/24/21 6:00pm-8:00pm 11 Wheeler Road Wines & Malt Beverages Only Verrill Farm 8/25/21 6:00pm-8:00pm 11 Wheeler Road Wines & Malt Beverages Only
3.		Town Manager's Report
4.		Chair's Remarks
5.		Appoint Michael Lawson of 1695 Lowell Road to the Massachusetts 250 th American Revolution Anniversary Commission
6.	6:45pm	2021 PEG Access Program Awards
7.		Recreation Commission Administrative Code
8.	7:05pm	Review Legal Costs
9.	7:20pm	Finalize and Adopt Fiber/Broadband Task Force Charge
10.		Finalize and Adopt DEI Commission Charge
11.		Finalize and Adopt Civil War Monument Task Force Charge
12.	8:00pm	Town Manager Evaluation
13.		Committee Nominations: Jim Ricker of 68 Shore Drive to the White Pond Advisory Committee for a term to expire on April 30, 2024. Gordon Brockway of 112 Hill Street to be the Light Board representative on the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. Scott Hopkinson of 67 Indian Spring Road to be the PEG Access Advisory representative to the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. David Hesel of 30 Concord Greene be the HOA representative on the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. Mark Howell of 668 Annursnac Hill Road and Gail Hire of 54 Nancy Road to be the at large representatives on the Fiber Broadband Completion Task Force for terms to expire February 1, 2022

14.		Committee Appointments: Cory Atkins of 5 Concord Greene to the PEG Access Advisory Committee for a term to expire on April 30, 2024. Sarah Grimwood of 520 Lexington Road to the Natural Resources Commission representative to the Community Preservation Committee for a term to expire April 30, 2023. Charles Phillips of 65 Fairhaven Road to serve as the Housing Authority representative to the Community Preservation Committee for a term to expire April 30, 2024. Burton Flint of 1643 Main Street to serve as the Planning Board representative to the Community Preservation Committee for a term to expire April 30, 2022. Paul Boehm of 11 Ridgewood Road to serve as the Recreation Commission representative to the Community Preservation Committee for a term to expire on April 30, 2023. Grace Scimone of 10 Dana Road to the Agriculture Committee as an Associate Member for a term to expire on April 30, 2024. Alexa Anderson of 14 Park Lane to serve as the School Committee representative to the Middle School Building Committee for a term to expire at the completion of the project. Heather Bout of 33 Alden Road to the Middle School Building Committee for a term to expire January 31, 2022
15.		Committee Liaison Reports
16.		Miscellaneous Correspondence
17.		Public Comments
18.	8:30pm	Adjourn to Executive Session, not to return to open session, for the purpose of discussing complaints about an employee and to consider what action to take, if any, pursuant to MGL, Chapter 30A, Section 21(a)(1)

Note: All times are approximate and subject to change.

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

RESOLUTION

A resolution by the Town of Concord to renew the State-authorized West Concord Cultural District for at least (5) years
August 16, 2021

- WHEREAS** the Town of Concord wishes to renew the State-authorized cultural district through the Massachusetts Cultural Council, and
- WHEREAS** the Town of Concord has a mixed-use geographical area that has a concentration of cultural facilities and assets, and
- WHEREAS** the Town of Concord acting through its Select Board voted at a duly posted public meeting held on August 16, 2021 to renew the State-authorized Cultural District in West Concord, and
- WHEREAS** a broad and diverse group of stakeholders has agreed to come together in partnership to provide oversight for the District in order to promote cultural, community, and economic development in Concord, and
- WHEREAS** the Massachusetts Cultural Council will be petitioned in accordance with its guidelines and criteria to renew said Cultural District,

NOW BE IT RESOLVED that the Select Board of Concord, Massachusetts hereby

Article 1. Endorses the submission of this renewal application and agrees to foster the development of a cultural district.

Article 2. Endorses the State-sponsored cultural district goals of attracting artists and cultural enterprises, encouraging business and job development, establishing tourist destinations, preserving and reusing historic buildings, enhancing property values, and fostering cultural development.

Article 3. Will continue to appoint a Town official to represent the Town within the District partnership of said West Concord Cultural District.

Article 4. Encourages all Concord residents and businesses to involve themselves and participate in the full development of the West Concord Cultural District.

Article 5. Requests that Town departments and agencies continue to take appropriate steps to support and enhance the development of the West Concord Cultural District in order to foster a flourishing cultural community in our Town.



CONCORD SELECT BOARD



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Ackerman and Members of the Board

From: Stephen Crane, Town Manager

Date: August 16, 2021

Re: Town Manager Report

DEIB Workshops

The members of SMT, as well as a few division managers, participated in two day-long workshops with EHW Associates. The sessions featured informative and thought-provoking presentations as well as candid conversations about diversity, equity, inclusion, and belonging (DEIB). Areas of focus included the challenges in government when trust in institutions and social systems has been eroding for years both in the US and around the world. There were also discussions about privilege, microaggression, and trust that helped clarify the work on DEIB that is ahead on this journey.

Town House Renovations

The final stages of the first-floor renovations are nearing completion including the installation of furniture and technology infrastructure. Over the next week, Town staff will be moving back into the building and preparing it to be reopened to the public by the end of August. Deputy Town Manager Kate Hodges and Facilities Director Ryan Orr will present a summary report on the project at the September 7 meeting. A reception to celebrate the reopening is scheduled for Tuesday, September 7 (time TBD).

Sustainability Director

The recruitment process is well underway for a new Sustainability Director. The advertisement attracted a competitive pool of applicants from which seven semifinalists have been invited for interviews. A panel consisting of 2 members of the Concord Municipal Light Plant (CMLP) Board Climate Action Advisory Board (CAAB), and the Comprehensive Sustainability and Energy Committee (CSEC) will conduct the interviews along with Town staff. Once the interviews have concluded, the panel will recommend several finalists that will advance to interviews in early September with the Deputy Town Manager, Town Manager, and Superintendent of Schools.

CPW

Curbside Collection Survey: Concord Public Works is building a Request for Proposals for trash and recycling collection services starting next fall (October 2022). They are looking for input on what services the Town values as part of the municipal curbside trash and recycling program. To

collect this input, a survey has been added to the recycling home page www.concordma.gov/recycle. The input will be used to help determine which trash and recycling services will be offered as part of the Town's Curbside Collection program starting next fall. Notification of this survey will be provided in curbside collection bills arriving in mailboxes the last week of August, the Concord Journal, News and Notices, Next Door, local community group newsletters, and social media. Results will be available on the website once compiled.

Sudbury Road/Garfield Road Pedestrian Crossing: Allied Paving will be mobilizing to the intersection of Sudbury Road and Garfield Road to begin construction of the Pedestrian Crossing during the week of August 23, 2021. They expect to complete the work within the contract schedule of 45 calendar days.

DPLM

Natural Resources Division: The NRC reviewed and approved a Request for Determination of Applicability (RDA) to conduct exploratory geotechnical soil borings at 68 Commonwealth Avenue and 300 Baker Avenue for the Assabet River Pedestrian Bridge.

Planning Division: The Planning Board met with members of the West Concord Advisory Committee to discuss the new West Concord Junction Preamble for the West Concord Design Guidelines. The development of the Preamble was a collaboration between the WCAC and the West Concord Junction Cultural Council. The Board was very thankful for the work of the two groups and voted to include the new Preamble in the Design Guidelines. Additionally, one unit added to the Town's SHI after the recent sale of an affordable unit at the Riverbend Condo on Forest Ridge Road. RHSO staff submitted the required information to the State's DHCD to have the unit added to the SHI.

ADMINISTRATIVE CODE

Recreation Commission

A. Membership

Five members appointed by the Town Manager with staggered three year terms. The Commission elects a chairman and clerk.

B. Duties and Responsibilities

1. Provide policy guidance to the Recreation Director regarding the programs, policies, operations, and long-range planning.
2. Make recommendations on improving the organizations, operations, and effectiveness of the division.
3. Make recommendations to the Town Manager on appointments to the position of Recreation Director.
4. Review the annual budget and capital improvement program for the division as submitted by the Recreation Director and submit them to the Town Manager with its recommendations.
5. Recommend to the Assistant Town Manager cooperative arrangements with other towns and with private persons or bodies for the provision and operation of recreational facilities and programs, and serve as the Town's liaison with other governmental units and private bodies in matters relating to public recreation.
6. Establish admissions or fees to be charged to users of the services and facilities.
7. Assist the Assistant Town Manager in special studies relating to public recreation.
8. Submit an annual report for incorporation in the Annual Town Report.
9. With approval of the Town Manager, appoint special advisory committees to the commission.

ADMINISTRATIVE CODE

Recreation Commission

A. Membership

Five members appointed by the Town Manager with staggered three year terms. The Commission elects a chair and appoints a member to the CPC Town Committee.

B. Duties and Responsibilities

1. Provides guidance to the Recreation Department regarding programs, policies, operations, and long-range planning. Serves on subcommittees or tasks forces as needed or assigned.
2. Makes recommendations regarding improvements to/for organizational operations and effectiveness. Provides letters of support for recreation-specific initiatives as appropriate.
3. Advises the Town Manager on the appointment and evaluation of the Recreation Director as requested or directed by the Town Manager.
4. Reviews and makes recommendations regarding the division's annual budgets including the capital improvement plan, Recreation Revolving Fund and the Beede Swim and Fitness Center Enterprise Fund.
5. Makes recommendations to the Deputy Town Manager and Recreation Director regarding potential cooperative arrangements for programs or initiatives with other towns, groups, businesses or private entities.
6. Provides feedback relative to recreational programs, events, facility fees and/or memberships.
7. Assists the Recreation Director and or Deputy Town Manager in special studies relating to public recreation.
8. Authors and submits an annual report regarding commission business for incorporation in the Town's Annual Town Report.
9. Reviews all recreational facility and park-related strategic plans; makes recommendations regarding updates and revisions, as needed or assigned.
10. Provides input regarding public recreation facility improvements, developments and or maintenance plans relative to recreational assets.



**MEMORANDUM
ATTORNEY-CLIENT PRIVILEGED**

To: Stephen Crane, Town Manager
Kerry Lafleur, Finance Director

From: Mina S. Makarious, Town Counsel
Anderson & Kreiger LLP

Re: FY2021 Legal Expenses

Date: August 9, 2021

Below is a summary of Anderson & Kreiger's share of legal expenses in the second half of Fiscal Year 2021. As with our prior memorandum in January 2021, we divided the summary into two sections: general legal work and the Estabrook litigation given the size of that litigation over the past few years.

General Legal Expenses

As we reported in January, Anderson & Kreiger's legal spending as Town Counsel on matters other than the formal Estabrook matter totaled approximately \$54,000 between July 1 and November 30, 2020. The legal fees for general Town Counsel services, non-Estabrook litigation and construction matters from December 1, 2020 to June 30, 2021, totaled \$165,676.60. Legal services during this seven month period were driven by the following:

- **Estabrook Related Issues: \$25,646** are attributable to public records requests and information requests indirectly related to the Estabrook litigation. The bulk of these were incurred in December and January to respond to voluminous public records requests from an attorney for unidentified clients who later acknowledged his clients primary concern was the Estabrook matter, and, according to the attorney, the cost of the case. After the attorney made that acknowledgement later in the fiscal year, associated fees were billed under the Estabrook matter.
- **1440 Main St.:** The proposed subdivision at 1440 Main St. has accounted for nearly half of all the legal spending on both the Town's general Town Counsel matter, and the litigation matter, which we opened in January 2021. Of the \$165,767.60 in non-Estabrook legal fees between December 2020 and June 2021, the following estimated amounts involved 1440 Main St.:
 - **\$12,981** in costs to advise the Planning Board during its subdivision review process and advise the Town regarding the potential impacts of additional

regulation of earth filling on the project (including potential appeals). This involvement led to a significant narrowing of the issues on appeal, making it possible to litigate primarily the legality of the Town's inclusionary housing bylaw. We are currently working to advise the Zoning Board of Appeals on the earth removal permit application associated with this project.

- **\$70,097** in litigation costs regarding the Planning Board's approval of the proposed subdivision, with conditions. These costs included responding to limited discovery in the state court litigation in Symes and briefing and arguing summary judgment motions in that case, as well as briefing a motion to dismiss in federal litigation brought by Symes. Because the Town has chosen not to appeal the Land Court's decision in that case, the federal case should be mooted or at least significantly curtailed, such that there should not be any additional significant litigation costs associated with the subdivision approval. We are not currently representing the Town in any other significant litigation.
- **48 Y Fitchburg Subdivision: \$9,062** of costs are associated with advice to the Town and representation of the Planning Board in hearings and negotiations with the developer of a proposed subdivision near the Sudbury border. Town staff, working with counsel, have been able to obtain continuances from the applicant until the applicant addresses several key concerns of the Town to avoid an unnecessary rush to a decision.
- **Town Meeting: \$14,021** are attributable to preparation and review of the Town Meeting Warrant and Motions, and attendance at Town Meeting.

II. Estabrook Litigation

Near the end of calendar year 2019, we estimated the costs of trial preparation and trial for the Estabrook litigation at roughly \$150,000. As explained in our January 11, 2021 memorandum, other unexpected costs were incurred in calendar year 2020 – due to defendants' unilateral closure of Estabrook trial, and the subsequent unsuccessful negotiations and preliminary injunction proceedings – and pre-trial work did not begin until Fall 2020. For the reasons described in our January 11, 2021 memorandum, that initial pre-trial work was more time-consuming than anticipated, due largely to defendants' efforts to question the Harvard settlement and to force Harvard to re-enter the case, as well as numerous pre-trial motions *in limine*. The Court denied all of the defendants motions *in limine* (allowing only in part one as a clarification), and allowed in whole or in part all of the Town's.

The litigation fees between January and April 2021, largely attributable to Harvard discovery, were \$57,102.09. Of that amount, \$16,819 were billed in connection with public records requests: either from the lawyer for anonymous clients referenced above or defendants in the litigation. Fees in May and June 2021 – which included ongoing Harvard discovery (mostly

PRIVILEGED AND CONFIDENTIAL

January 11, 2020

Page 3

expert work) and pre-trial and trial work, were \$182,296. The reasons for these unexpectedly high fees in calendar year 2021 are discussed below.

As of January 2021, we believed Harvard would propound very limited additional discovery; according to Harvard's representations, limited interrogatories and requests for admissions. We believed that remaining trial work would require only witness preparation of the Town's two experts, preparation for two defense experts (and minimal testimony by Neil Rasmussen and Leslie Perrin Wilson) and the trial itself. We were hopeful that the trial would take only three days, perhaps four at most. We budgeted \$80,000 for this work, which in retrospect – especially considering defendants' past approach to this case – was too conservative. Both Harvard discovery and trial were exponentially more time-consuming than anticipated.

With respect to Harvard discovery, Harvard offered a new theory of the case, relied on new evidence, and offered its own new expert in support of these novel arguments. Harvard's arguments required additional research into centuries-old title records and additional historical Town records, as well as expert discovery and an expert deposition. Harvard's involvement also required revising the pre-trial memorandum and disclosures to address Harvard's new arguments. Much of the work performed from January 2021 through May 2021 was done as a result of Harvard's late re-entry into the case.

With respect to the scope of trial, defendants' witness list expanded to include Harvard's new expert and Chris Whelan, whom the defendants' subpoenaed as an adverse witness. Defendants' intention to call Leslie Perrin Wilson also required the Town to offer Kaari Mai Tai as a witness and prepare her for testimony (and both of these witnesses were deposed before trial). In short, defendants' witness list ballooned from four to six witnesses: three experts, Chris Whelan, Neil Rasmussen and Leslie Perrin Wilson. The Town's list included its two experts, with the addition of Kaari Mai Tai. These additional witnesses of course substantially increased the costs of trial preparation. And some of this preparation was wasted: in the end, the parties spent six days in trial, but on the final day of trial defendants stated they would not call Chris Whelan, one of the defendants' expert witnesses (Robert Thorson) and Leslie Perrin Wilson.

Given the inherently difficult task of estimating trial costs, it is hard to say whether we would have stayed within budget if Harvard had not re-entered the case and if the scope of trial had been narrower. It is fair to say, however, that the factors described above easily doubled our anticipated costs.

Some additional expenses for the Estabrook trial are expected in the first few months of FY2022 to complete post-trial briefing and prepare closing arguments.

Draft for Discussion 8/16/21

Charge

Fiber Broadband Completion Task Force

A. Purpose and Background

The purpose of the Fiber Broadband Completion Task Force (FBCTF), as voted by Article 41 of the 2021 Annual Town Meeting, is to study and recommend appropriate solutions for the completion of Concord's fiber optic network, known as Concord Light Broadband, so that this network can offer broadband service throughout the Town.

~~Today, fiber provides fast, reliable broadband internet to over 1,700 Concord subscribers, supports emergency communications in Concord and Carlisle, is operationally and financially self-sustaining. These successes aside, there is room for improvement.~~ A recent GIS data analysis found that 5 - 7% of residential parcels are without Fiber Broadband access, either by under-ground or overhead cable, representing 20 - 25% of individual addresses. Residents in affordable housing, condominiums, or apartments may face difficulties connecting to the Town's fiber network.

~~The Fiber Optic network is clearly a valuable asset to the Town and is capable of supporting economic vitality, sustainability and resilience goals. Broadband is an essential service, as we have seen during this COVID experience, yet not all of our citizens are able to get this service because of various barriers.~~

~~Article 41 of the 2021 Annual Town Meeting (attached) urged the Town Manager to increase the availability of municipal fiber-optic telecommunications service and work toward 100% completion.~~

~~The fiber optic network began in 2014 with small steps and conservative goals, such as needing to be competitive and earn a return. Those goals are still key to Concord Light Broadband's enterprise, yet there are new considerations, including the potential for service expansion to neighboring towns and the importance of staying competitive with broadband alternatives from commercial providers.~~

The FBCC will study alternative approaches to network completion and provide a written report of recommended actions and strategies for the Town Manager and Select Board to consider. The report will present solutions, including possible funding, for three distinct aspects of network completion, or subject areas:

- (a) recommending ways to expedite the installation of fiber-optic telecommunications utility service on the remaining 5 - 7% of Town streets that lacks such service
- (b) exploring barriers to Concord Light Broadband subscription growth
- (c) investigating opportunities for expanding fiber-to-the-home and fiber-to-the-business.

This Task Force will explore the barriers to broadband adoption in a targeted, focused effort. It will revisit the fiber completion strategy on behalf of the community. The report will provide the Light Board, the Select Board, and the Town Manager with information needed to form rational policy decisions on laying fiber to homes and businesses in Concord.

B. Membership

Commented [ta1]: Comment from CMLP:
Rely on Jason's or Greg's assessment of the facts as to the number of customers, the number of homes or businesses without access to town broadband

The Fiber Broadband Completion Task Force shall be comprised of seven members appointed by the Select Board. The term of office shall be until February 1, 2022, which is the target date for completion of the Report, unless extended by the Select Board.

Membership shall be as follows:

- One member of the Concord Municipal Light Board, chosen by the Light Board
- One member qualified to represent the business consumers of fiber-based utility services
- One member qualified to represent the real estate community
- One member from a multi-unit dwelling (not currently served by fiber) or Home Owners Association (HOA) board member.
- One member of the PEG Access Advisory Committee
- Two additional citizens-at-large, with preference given to those with expertise in Broadband or networking

The Task Force shall elect a chair and clerk.

C. Duties and Responsibilities

The Task Force shall seek creative, forward-thinking solutions that acknowledge the existing roles and responsibilities of the Town Manager and staff of the Concord Municipal Light Plant in providing broadband services and completing the broadband deployment of the Town's fiber optic network. This work, for completion of the rollout, will focus exclusively on our fiber. (In particular, the FBCC will not study or explore cellular telephone service solutions or internet access that is based on wireless technologies, such as small cells, 5G, or over-the-air-reception devices.)

The Task Force shall hold at least one public hearing and may conduct surveys, focus groups, or other data collection methods. It is also recommended that Task Force members meet with groups such as the Concord Business Partnership, Economic Vitality Committee, League of Women Voters, the Concord-Carlisle School Superintendent, Council on Aging, and (representatives of the arts and digital media communities)

- The Task Force should research barriers to customer growth prior to developing a plan for expansion. It is recommended that the Task Force shall conduct a citizen survey to ascertain an approximate percentage of citizens who do not want or anticipate using fiber and why.
- The Fiber Broadband Task Force shall report their findings and recommendations in writing to the Town Manager and Select Board no later than February 1, 2022. The report shall be publicly available, and the Light Board and interested members of the public should have an opportunity to review and comment on it prior to final submission.

This Report shall be divided into the three aspects of completion set forth in Article 41 and repeated in section A above.

Commented [ta2]: There were many comments stating that the term is too short. For example:

We will likely need more than 6 months, but Article 41 had a deadline of "one month prior to the deadline for Draft Warrant Articles for 2022 Annual Town Meeting.

- The warrant article calls for a report one month prior to the warrant deadline - that does not mean the term of office has to end in six months

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Commented [ta3]:

Commented [ta4R3]: Comment from CMLP:

- Much of this looks like a market development and customer acquisition strategy. Before setting out on this path, review of the broadband bus strategy and analysis of successes and failures should be completed

- ~~As a starting point for developing recommendations, the Task Force shall include the following items in its findings:~~

- ~~1. A review of current broadband availability and policy recommendations that will help achieve the goal of 100% fiber broadband availability for Concord. 100% availability is defined to include making fiber available on all Concord public streets, and getting fiber from public or private streets into homes and businesses, including providing access to residents who reside in so-called multiple dwelling units (MDUs).~~
- ~~2. A review of current financial mechanisms and recommendations on guidelines for the capital investments required to achieve 100% broadband availability. This should include a comprehensive cost analysis for underground construction and for fully implementing the plan, analysis on the rate structure for the infrastructure buildout and support, and the timeline for completion. It should also include potential sources of funding such as town capital planning, user / connection fees, American Rescue Plan Act and other State and Federal funding opportunities.~~
- ~~3. A review of the current process used by the Town for prioritizing fiber expansion projects, with recommendations as needed.~~
- ~~4. A summary of public input related to the Town's fiber network.~~
- ~~5. The Task Force's report should analyze the need for an extension to this Task Force or perhaps a dedicated "Fiber Broadband Committee or Board" (FBC or FBB) to ensure citizens receive transparency into this town funded business.~~

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Commented [ta5]: This section moved to an earlier location

~~Within the three completion aspects, the Report should cover following topics. This list is not exclusive and the Task Force may choose to explore additional issues that help to articulate the mission and the business and financial policies for expanding the fiber network and sustaining operations.~~

~~(a), "the last 5 – 7 % of streets"~~

- ~~• Develop a list of common reasons why service is not available and recommended strategies for dealing with each reason.~~
- ~~• What is an appropriate timeframe for completion, perhaps by type of parcel, considering economic sustainability and policy based objectives?~~
- ~~• Explore possible solutions for availability on private ways.~~
- ~~• Explore different alternatives for different categories of properties, such as by zoning district, lot size, MDU's, or distance from fiber laid in the streets.~~

~~(b), "barriers to subscription growth"~~

- ~~• Are residents aware that the service exists? If not, how can it be publicized?~~
- ~~• What is a sustainable rate of growth, considering customers who are already connected to fiber (have a connection but are not using it or not maximizing it) as well as those who must expend capital to get connected?~~
- ~~• Are there technological challenges to growth that can be identified and studied?~~
- ~~• What metrics can be used to track progress and guide the investments needed to achieve the objectives? Recommend process for establishing goals and prioritizing conflicting goals.~~

~~(c): "fiber-to-the-home (FTTH) and fiber-to-the-business (FTTB)" aka the 'last mile'~~

- ~~• How can multiple homes in a neighborhood be encouraged to subscribe?~~
- ~~• How can Concord use its fiber resource to attract new businesses?~~
- ~~• How can fiber be distributed further within the multi-unit dwellings or businesses?~~
- ~~• What capital investments might be recaptured quickly and which need longer term solutions?~~

- ~~• Can the Town offer financing to customers who want capital-expensive connections?~~

D. Other Considerations

To foster a free and open discussion of ideas, the Task Force shall comply with the provisions of the Open Meeting Law (including keeping minutes of its deliberations), the Public Records Law, the Conflict-of-Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

- ~~• Add an appendix to the charge with the voted-on language of Article 41 at the 2021 town meeting.~~

Draft for Discussion 8/16/21

Charge

Fiber Broadband Completion Task Force

A. Purpose and Background

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A recent GIS data analysis found that 5 - 7% of residential parcels are without Fiber Broadband access, either by under-ground or overhead cable, representing 20 - 25% of individual addresses. Residents in affordable housing, condominiums, or apartments may face difficulties connecting to the Town's fiber network.

The FBCTF will study alternative approaches to network completion and provide a written report of recommended actions and strategies for the Town Manager and Select Board to consider. The report will present solutions, including possible funding, for three distinct aspects of network completion, or subject areas:

- a) recommending ways to expedite the installation of fiber-optic telecommunications utility service on the remaining 5 - 7% of Town streets that lacks such service
- b) exploring barriers to Concord Light Broadband subscription growth
- c) investigating opportunities for expanding fiber-to-the-home and fiber-to-the-business.

This Task Force will explore the barriers to broadband adoption in a targeted, focused effort. It will revisit the fiber completion strategy on behalf of the community. The report will provide the Light Board, the Select Board, and the Town Manager with information needed to form rational policy decisions on laying fiber to homes and businesses in Concord.

B. Membership

The Fiber Broadband Completion Task Force shall be comprised of seven members appointed by the Select Board. The term of office shall be until February 1, 2022, which is the target date for completion of the Report, unless extended by the Select Board.

Membership shall be as follows:

- One member of the Concord Municipal Light Board, chosen by the Light Board
- One member qualified to represent the business consumers of fiber-based utility services
- One member qualified to represent the real estate community
- One member from a multi-unit dwelling (not currently served by fiber) or Homeowners Association (HOA) board member.
- One member of the PEG Access Advisory Committee
- Two additional citizens-at-large, with preference given to those with expertise in Broadband or networking

The Task Force shall elect a chair and clerk.

C. Duties and Responsibilities

The Task Force shall seek creative, forward-thinking solutions that acknowledge the existing roles and responsibilities of the Town Manager and staff of the Concord Municipal Light Plant in providing broadband services and completing the broadband deployment of the Town's fiber optic network. This work, for completion of the rollout, will focus exclusively on our fiber. (In particular, the FBCC will not study or explore cellular telephone service solutions or internet access that is based on wireless technologies, such as small cells, 5G, or over-the-air-reception devices.)

The Task Force shall hold at least one public hearing and may conduct surveys, focus groups, or other data collection methods. It is also recommended that Task Force members meet with groups such as the Concord Business Partnership, Economic Vitality Committee, League of Women Voters, the Concord-Carlisle School Superintendent, Council on Aging, and representatives of the arts and digital media communities.

The Task Force should research barriers to customer growth prior to developing a plan for expansion. It is recommended that the Task Force shall conduct a citizen survey to ascertain an approximate percentage of citizens who do not want or anticipate using fiber and why.

The Fiber Broadband Task Force shall report their findings and recommendations in writing to the Town Manager and Select Board no later than February 1, 2022. The report shall be publicly available, and the Light Board and interested members of the public should have an opportunity to review and comment on it prior to final submission.

This Report shall be divided into the three aspects of completion set forth in Article 41 and repeated in section A above. The Task Force may choose to explore additional issues that help to articulate the mission and the business and financial policies for expanding the fiber network and sustaining operations.

- (a) "the last 5 – 7 % of streets"
- (b) "barriers to subscription growth"
- (c) "fiber-to-the-home (FTTH) and fiber-to-the-business (FTTB)" aka the 'last mile'

D. Other Considerations

To foster a free and open discussion of ideas, the Task Force shall comply with the provisions of the Open Meeting Law (including keeping minutes of its deliberations), the Public Records Law, the Conflict-of-Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

08-12-2021 Draft WGCC 7-21-2021

DIVERSITY, EQUITY AND INCLUSION COMMISSION

PROPOSED DRAFT COMMITTEE CHARGED Diversity, Equity, and Inclusion Commission Charge

A. Purpose

~~A. Goal~~

~~Everyone who lives in Concord, works in Concord, attends school in Concord, participates in a Concord faith community, or visits Concord for whatever reason will be welcomed, valued, respected and heard.~~

~~Mission~~

~~The Concord Select Board is creating. The purpose of the Diversity, Equity, and Inclusion Commission (DEI) is to support diversity, achieve equity, and foster inclusion for every member of this community, respecting all aspects of identities. The purpose of the Commission is to enhance and increase cooperation, understanding, and dialog among residents of diverse cultural, religious, socio-economic, racial and ethnic backgrounds, and to promote inclusion throughout the town. The Commission shall also critically consider intersections among these groups to facilitate learning, understanding, and unity. It is anticipated that the Commission will be a standing Commission. The goal is for it.~~

~~Goal~~

~~Everyone who lives in Concord, works in Concord, attends school in Concord, participates in a Concord faith community, or visits Concord for whatever reason will to be welcomed, valued, respected, and heard.~~

~~Mission~~

~~The Concord Select Board is creating~~

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Definitions⁴

~~**Diversity** includes all of the similarities and differences among people, not limited to: race, gender identity, ethnicity, native or indigenous origin, sexual orientation, culture, religion, belief system, marital status, parental status, socioeconomic status, appearance, language, accent, education, nationality, and political perspective or affiliation.~~

Diversity refers to population groups that have been historically underrepresented in socially, politically, or economically powerful institutions and organizations. These groups include, but are not restricted to populations of color, such as African Americans and Blacks, Latinx, Hispanics, Native Americans and Alaska Natives, Asian Americans, and Pacific Islanders. They may also include lesbian, gay, bisexual, and transgender populations, people with disabilities and other groups distinguished by their ethnicity, native or indigenous origin, culture, religion, belief system, marital status, parental status, socioeconomic status, appearance, language, accent, education, or nationality.

Equity is an approach based in fairness to ensuring everyone is given equal opportunity; this means that resources may be divided and shared unequally to make sure that each person has a fair chance to succeed. Equity takes into account that people have different access to resources because of a system of oppression and privilege. Equity seeks to balance that disparity. Equity prioritizes efforts to ensure the most underserved and marginalized among us has as much of an opportunity to succeed as the most well-served and advantaged. By taking ~~into account~~ the various advantages and disadvantages that people face into account, we work to ensure that every person has an equal opportunity to succeed.

Inclusion is the dynamic state of operating in which diversity is leveraged to create a healthy, high-performing organization and community. Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational and societal goals.

B. Membership

The DEI Commission shall be comprised of ~~no fewer than seven (7) and no more than eleven (11)~~nine (9) voting members, ~~all residents of Concord,~~ appointed by the Select Board for three-year, staggered terms (with terms of one-third of the members expiring each year).

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⁴-Definitions in part excerpted from the LWVMA Toolkits for Members DEI/Resources

- ~~A current member of the schools' District-Wide Cultural Competency Committee~~
- ~~A current member of the Library Committee~~
- ~~Seven Concord citizens who shall be reflective of the diversity of the Concord community as much as possible.~~
- An active outreach program shall be initiated to ensure that the broadest range of residents is reached, with the goal that the majority of members shall be from historically underrepresented groups (as defined in the ~~Mission Statement and Definition Purposes above~~), with a range of expertise and experience. ~~The more diverse the committee members are, the more viewpoints and opinions that can be taken into consideration. Members shall choose a Chair and Clerk. All meetings shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict of Interest Law, and all other applicable laws and regulations of the Commonwealth and the Town of Concord.~~

C. Duties and Responsibilities

B- The Diversity, Equity and Inclusion Commission shall:

- Gather first-hand experiences in Concord from historically disenfranchised and under-represented populations (including racial, ethnic, religious, etc.) respecting the confidentiality of sensitive information to the extent possible in an open meeting process.
- Provide training for committee members to self-examine and recognize their own experience with historically disenfranchised populations and unconscious bias.
- Facilitate discussions and education forums for Concord residents and employers about issues of diversity, equity, and inclusion.
- Provide observations and identify areas of systemic racism in Concord. Develop recommendations of steps to be taken as individuals, organizations, and as a community to combat racism and embrace greater diversity, equity, and inclusion in Concord.
- Develop strategies and tools to assess the current racial climate in Concord (through surveys or other fact-gathering means) and to measure progress.
- Identify ways to promote awareness, engagement, and community building around diverse experiences and to create a more inclusive, welcoming community.
- Work in conjunction and in cooperation with other community, government, cultural and faith groups that are addressing DEI issues, ~~so as to~~ optimize the availability and use of resources.
- Suggest town-wide events or activities that foster cultural awareness and increase minority participation on government boards and committees.
- Periodically, and no less frequently than once every 6 months, brief the Select Board on progress made in identifying obstacles toward achieving DEI in Concord. Make recommendation to the Select Board to address problems that have been found. Assist with implementation of recommendations, as appropriate.
- In conjunction with the Select Board, periodically review and update the Commission's charge, ~~in order to~~ assure that its ongoing work is meaningful, targeted, effective, and appropriate.

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•D. Other Considerations

Members shall choose a Chair and Clerk. All meetings shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict-of-Interest Law, and all other applicable laws and regulations of the Commonwealth and the Town of Concord.

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Diversity, Equity, and Inclusion Commission Charge

A. Purpose

The purpose of the Diversity, Equity, and Inclusion Commission (DEI) is to increase cooperation, understanding, and dialog among residents of diverse cultural, religious, socio-economic, racial and ethnic backgrounds, and to promote inclusion throughout the town. The Commission shall also critically consider intersections among these groups to facilitate learning, understanding, and unity. The goal is for everyone who lives in Concord, works in Concord, attends school in Concord, participates in a Concord faith community, or visits Concord for whatever reason to be welcomed, valued, respected, and heard.

Diversity refers to population groups that have been historically underrepresented in socially, politically, or economically powerful institutions and organizations. These groups include, but are not restricted to populations of color, such as African Americans and Blacks, Latinx, Hispanics, Native Americans and Alaska Natives, Asian Americans, and Pacific Islanders. They may also include lesbian, gay, bisexual, and transgender populations, people with disabilities and other groups distinguished by their ethnicity, native or indigenous origin, culture, religion, belief system, marital status, parental status, socioeconomic status, appearance, language, accent, education, or nationality.

Equity is an approach based in fairness to ensuring everyone is given equal opportunity; this means that resources may be divided and shared unequally to make sure that each person has a fair chance to succeed. Equity takes into account that people have different access to resources because of a system of oppression and privilege. Equity seeks to balance that disparity. Equity prioritizes efforts to ensure the most underserved and marginalized among us has as much of an opportunity to succeed as the most well-served and advantaged. By taking the various advantages and disadvantages that people face into account, we work to ensure that every person has an equal opportunity to succeed.

Inclusion is the dynamic state of operating in which diversity is leveraged to create a healthy, high-performing organization and community. Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational and societal goals.

B. Membership

The DEI Commission shall be comprised of nine (9) voting members appointed by the Select Board for three-year, staggered terms (with terms of one-third of the members expiring each year):

- A current member of the schools' District-Wide Cultural Competency Committee
- A current member of the Library Committee
- Seven Concord citizens who reflect the diversity of the community as much as possible

An active outreach program shall be initiated to ensure that the broadest range of residents is reached, with the goal that the majority of members shall be from historically underrepresented groups (as defined in the Purpose).

C. Duties and Responsibilities

The Diversity, Equity and Inclusion Commission shall:

- Gather first-hand experiences in Concord from historically disenfranchised and under-represented populations (including racial, ethnic, religious, etc.), respecting the confidentiality of sensitive information to the extent possible in an open meeting process.
- Provide training for committee members to self-examine and recognize their own experience with historically disenfranchised populations and unconscious bias.
- Facilitate discussions and education forums for Concord residents and employers about issues of diversity, equity, and inclusion.
- Provide observations and identify areas of systemic racism in Concord. Develop recommendations of steps to be taken as individuals, organizations, and as a community to combat racism and embrace greater diversity, equity, and inclusion in Concord.
- Develop strategies and tools to assess the current racial climate in Concord (through surveys or other fact-gathering means) and to measure progress.
- Identify ways to promote awareness, engagement, and community building around diverse experiences and to create a more inclusive, welcoming community.
- Work in conjunction and in cooperation with other community, government, cultural and faith groups that are addressing DEI issues, to optimize the availability and use of resources.
- Suggest town-wide events or activities that foster cultural awareness and increase minority participation on government boards and committees.
- Periodically, and no less frequently than once every 6 months, brief the Select Board on progress made in identifying obstacles toward achieving DEI in Concord. Make recommendation to the Select Board to address problems that have been found. Assist with implementation of recommendations, as appropriate.
- In conjunction with the Select Board, periodically review and update the Commission's charge, to assure that its ongoing work is meaningful, targeted, effective, and appropriate.

D. Other Considerations

Members shall choose a Chair and Clerk. All meetings shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict-of-Interest Law, and all other applicable laws and regulations of the Commonwealth and the Town of Concord.

Charge
CIVIL WAR MONUMENT TASK FORCE

A. **PURPOSE:** To establish an ad hoc Task Force of 5 members to be appointed by the Select Board to consider and advise the Board on placing one or more additional names, including that of George Dugan, on the tablet of the Civil War Soldiers' Memorial, and to review requests made in 1881, 1914 and make a final determination regarding the inclusion of any additional names. It will make a recommendation to the Select Board on whether replacing the tablet is the best course of action, will identify both costs and sources of funding for the project and for the care and preservation of the Memorial. The Task Force will file its final report six months from the date of its formation, whereupon it shall be dissolved.

B. **BACKGROUND:**

- The Town Meeting held March 19, 1866 approved a Committee of 25 people to erect a Monument to our soldiers who died in the War of the Rebellion. \$45,000.00 dollars was also appropriated for this purpose.. An additional \$100.00 was donated by James B. Brown.
- Originally 32 names were placed on the Monument. Of these 24 lived in Concord at the time of their enlistment, 4, who belonged to Concord entered the service from other places, 2 were natives of the Town but were living elsewhere. The reasons for including 2 others are not noted. All of them have found here "A birthplace, home or grave" as stated on the Monument, the criterion for inclusion on the Monument at that time.
- It appears that the war Memorial Committee was responsible for choosing the names that would be placed on the Monument.
- The Town Meeting in 1881 appointed a Committee of 5 to "correct the omission form the Soldiers Monument of certain names that should have been inscribed thereon."
- It sought input via a widely distributed circular listing current names and those that had been presented to the Committee for inclusion. It found that the qualifications at that time were "that the man should have been a soldier or sailor in the war of the rebellion, should have died in the war or by reason of wounds received or disease contracted in the service, and should have found in Concord a birthplace, home, or grave." It was also presumed only those that died prior to March 19, 1866 would be considered because that is the time the Town chose the Committee to erect the Monument. They provide brief biographies of both the existing names and the newly recommended. The Committee recommend a new tablet replace the existing one adding 12 names and correcting slight inaccuracies in a few of the existing names. The Committee cited 16 years of public scrutiny and the careful examination of 2 Committees as

their basis for this recommendation. Of the 44 names 16 were born in Concord, 23 had lived here and 16 were interred here.

- ~~• One member of this Committee dissented from the recommendation to add 1 of the 12 names although the veteran had contracted a disease during his service, he had returned home and then took a boat trip to Cuba to aid in his recovery. The ship was likely lost at sea it was believed he had died of drowning, and it could not be proved he died of the disease he contracted during his service. His name was not added along with 11 others.~~
- Town report 1883 shows an expense of \$418.33 for a new tablet and Committee expenses
- Town meeting 1911 again appointed a Committee of 5 to advise at the next Town meeting on placing additional names on the soldiers Monument.
- This new Committee provided a report in 1915 carefully scrutinizing the qualifications set forth by past Committees and provided 9 biographies of men whose names had been suggested and recommended 5 more for inclusion, all having at some point lived in Concord. 4 Others were rejected because their residency could not be established. Much consideration at this time and seemingly for the first time, was put into the proper order on the tablet based on State, Regiment, Numerical order and in some cases highest ranking member of a regiment. The Committee offered as a means of adding the 5 names either replacing the existing tablet with one slightly larger or placing a second tablet on another place on the Monument. A new tablet was made to add these 5 names and the 1915 Town meeting approved a \$500.00 expenditure for that purpose. This tablet was made to fit the existing space using smaller type. The charge was \$540.00 with \$95.00 deducted for the metal in the old tablet.
- ~~• In 1998 the family of a Veteran who had recently died and who had been at Pearl Harbor requested his name be added to the World War II memorial. He had come home with a condition that at that time was called "shell shocked", similar to the more recent PTSD, but had lived until 1998. The first person on the war memorial Committee approached was Tom Hudner himself a Korean war veteran and recipient of the Congressional Medal of Honor. The war memorial Committee thoroughly discussed the request and concluded that though he did not live a quality life he did live and he died after not only the first but the second dedication of the World War II memorial. Therefore they unanimously determined him ineligible for inclusion on the memorial.~~
- ~~• In January of 2019 a social media campaign to add a Veteran's name to the Vietnam memorial was started stating his involvement with athletics and graduation from CCHS as enough reasoning but he was a resident of Carlisle and is honored on their memorial. There was some support but more opposition and the matter seems to have been dropped before actually being requested from any Town officials.~~
- On August 11, 2014, historian, Rick Freese requested that Mr. Dugan be added to the names listed on the Monument, and subsequently the matter has been advanced in a

Civil War Monument Task Force Charge
rev. HJD 8/10/21

number of publications and by a fifth grade school project in 2019 at the Willard School in which the students wrote letters to the Select Board requesting that Mr. Dugan be named on the Memorial.

- On February 22, 2021, the Select Board voted to authorize the Town Manager to have a separate plaque honoring George Washington Dugan as proposed [in the Meeting materials] to be manufactured and installed in front of the existing Civil War monument, and also encourage further study of George Washington Dugan's place on the original monument."
- On May 20, 2021, Patricia Hopkins, Cemetery Supervisor, brought the matter before the Historic Districts Commission representing that Mr. Dugan, known for his contributions to the farming community in Concord was the only known man of color from Concord to fight in the Civil War and that his name had not been placed on the Memorial earlier because on the pretext that he had been listed as "missing in action" when the Memorial was erected, but it is likely that his race had a part in the decision to exclude him. However, his status was subsequently reclassified as "presumed dead". The report of the Adjutant General's Office lists Mr. Private George W. Dugan "Res. Concord; farmer; 44" under "Fifty-Fourth Regiment Mass. Volunteer Infantry" as "Missing July 18, 1863 after the assault on Fort Wagner, S.C.; supposed killed." The Fifty-Fourth Regiment from Massachusetts was an all-black, volunteer unit. The casualties taken by this Regiment at Fort Wagner were so extensive that the dead were buried in a mass grave. The minutes of this meeting showed serious concern with regard to the appropriateness of honoring Private Dugan is a manner different from the other men currently listed on the Monument.

C. Membership

The Task Force shall be comprised of five members appointed by the Select Board. The term of office shall be 6 months from the date of formation of the Task Force.

The members of the Task Force shall be people having familiarity with the Civil War and historical literature and research by virtue of their profession, avocation or experience.

The Task Force shall elect a chair and keep minutes of its deliberations.

D. Duties and Responsibilities

The Task Force shall consider and advise the Board on placing one or more additional names, including that of George Dugan, on the tablet of the Civil War Soldiers' Memorial, and to review requests made in 1881, 1914 and make a final determination regarding the inclusion of any additional names. It will make a recommendation to the Select Board on whether replacing the tablet is the best

Civil War Monument Task Force Charge
rev. HJD 8/10/21

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course of action, will identify both costs and sources of funding for the project and for the care and preservation of the Memorial. In addition, it shall make recommendations with regard to possible amendments to APP#26 (Guidelines for Placement of Names on War Memorials). The Task Force shall consult with the Historic District Commission and the Historical Commission as appropriate, and take into account a state and federal mandates and relevant traditions.

The Committee will file its final report six months from the date of its formation, whereupon it shall be dissolved.

E. Other Considerations

The Task Force shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict of Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

HJD 8/5/21

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The Committee will file its final report six months from the date of its formation, whereupon it shall be dissolved.

E. Other Considerations

The Task Force shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict of Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

HJD 8/5/21



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Ackerman and Members of the Select Board

From: Stephen Crane, Town Manager

Date: July 30, 2021

Re: Town Manager Self-Evaluation

As my second year as the Concord Town Manager nears completion, reflecting on the past twelve months is a journey into a year that was unlike any other. The events that unfolded globally, nationally, and locally were overwhelmingly impacted by the COVID-19 pandemic and a political climate that further eroded public discourse and respect for institutions. Throughout those difficult months, however, inspiration was found in many places: the way the business community worked together to combat the economic impacts of the pandemic, the way that the students and teachers in Concord collaborated on a new pedagogical model, and the way the Select Board and Town Departments worked tirelessly to support the community through daunting circumstances.

Goals from the Previous Year

When we recently reviewed the goals that were adopted for 2020-2021, it was clear that it was a very productive year. While there were a few goals that did not get as much attention during the year, meaningful progress was made on most and there were many other accomplishments that were not on the list of goals. As the pandemic worsened at the end of 2020, our efforts to keep residents and employees safe remained the top priority and consumed countless hours that would have otherwise been spent in the pursuit of the goals. Of particular note last year was the improvements made to the process of preparing the Select Board agendas and packets including a working draft agenda that includes a tracker for documents and invited participants, the development of an annual Select Board meeting calendar, and a new Friday afternoon TMO meeting to ensure the packet is complete. While these improvements have worked well, the sheer volume of information, the rapid pace of the work during the pandemic, and the significant number of Board meetings have resulted in some errors and omissions.

Similarly, while we have worked tirelessly to ensure prompt, accurate communications with both the Select Board and community, there have been a few issues or events that were not communicated either timely or accurately. However, there was timely communication about significant personnel changes and important incidents; this was a positive outcome of the improved knowledge of Town operations.

Relationship with the Select Board

As noted above, we worked well together to accomplish many of the goals as well as many other things throughout the year. The TMO has communicated and collaborated with the Chair to ensure that agenda items were addressed in a timely way during one of the busiest times in recent history. While the pandemic has continued to inhibit effective relationship development with individual Board members and the team building that past Boards have enjoyed, the written Town Manager reports have helped sustain the flow of information from Town departments to the Board. Despite the challenges of the past year, however, the Board has continued to be supportive of the TMO and worked through many complicated issues in a thoughtful, balanced way. Looking ahead, it will be important that, as a group, we stay focused on the interests of the many, not the vocal few.

Leadership

The past twelve years as a municipal administrator have been rewarding and challenging in so many ways that have simultaneously sharpened and tested my leadership skills. The past year has been no different. Perhaps the strongest example of this has been pandemic response, which was discussed in last year's self-evaluation but continues to dominate our time and energy. The continued support of the business community in ways that are unprecedented is one highlight as is the deepening of the relationships with the School District, our legislative delegation, and work of the Transportation Advisory Committee. Overall, the demonstration of leadership skills that were a factor in being appointed as Town Manager were on full display throughout this most unusual and difficult year.

However, the challenge of following a long-term manager continues to impact my work. The blurring of roles and responsibilities was to be expected during this transition regardless of who became the Town Manager. Looking ahead, the focus will be on fulfilling the role of the Town Manager under the Charter while sustaining a collaborative spirit and partnership with the Select Board.

Management

The difference between leadership and management skills can be gradient. Generally, management skills are more transferrable than leadership skills because their effectiveness depends less on the personalities of the individuals involved. My management style is rooted in one word: adaptability. The skills needed to be an adaptable manager include listening, processing information from multiple inputs, and an overwhelming drive to get it right, not to be right. The examples of successful management of both standard and unexpected situations are many but, perhaps, the areas for improvement are in the space between being creative and innovative. Creative problem-solving has long been a strength on mine but what is truly valued in Concord is innovation. Having the confidence to go in a new, innovative direction is developing and will continue to grow as trust develops with the Board and the community. The focus for the coming year is to get out of the comfort zone of problem-solving to engage in the pursuit of the next big idea—especially in the realm of diversity, equity, and inclusion.

Budget Management

The unanimous approval of the Town Budget at the 2021 Annual Town Meeting is Exhibit A for this category. Of course, that vote is only earned through the daily work that goes into the management of the Town's finances and the collaboration with important stakeholders including

the School District, the Finance Committee, and—over the past year—the Capital Planning Task Force. As noted above, the past two budgets were demonstrations of creative problem solving necessitated by the economic impact of the pandemic. The new budget book format was recognized by the GFOA with its best practices award. The focus for the coming year will be to produce a budget that is both fiscally responsible and innovative.

Communications and Public Relations

Evaluating communications is, perhaps, the most subjective of all the categories because of the different ways we convey and absorb information. The difference between what we think we are saying and what the other person hears can be significant—and accountability usual accrues to the speaker, not the listener. Moreover, there are many times when a speaker conflates not being agreed with and not being heard. Fortunately, these instances are vastly outnumbered by the many effective ways we have communicated with each other and with the broader community. The level of engagement in Concord is well beyond most other towns as are the expectations of the community. I have consistently tried to listen to the views of the Board, Town staff, community stakeholders, and individual residents.

Unfortunately, the most recent episode involving the broadband outage was a highly visible, deeply impactful communications breakdown that exposed how organizational development has suffered during the pandemic. The year spent on Zoom inhibited the development of trust between and among the six of us and between me and the community. This gap in trust has allowed some negative perceptions about the organization to develop that will be very difficult to overcome.

On the positive side, the Town has done an amazing job in an unprecedented year that required unprecedented levels of effort and communications. Throughout the year, the Town kept pace with the rapidly shifting public health conditions while keeping the community informed and safe, supporting local businesses, ensuring Town staff remained engaged, and continuing the work of the many boards and committees. The excellent working relationship with the School Superintendent allowed the Town and Schools to collaborate in ways that gained efficiencies and reduced the impact of COVID-19 on the parents and students.

Personal Qualities and Characteristics

In many ways, this has been the most successful aspect of the past year. Despite many challenging and turbulent times, my effort, energy, and commitment have never lagged. I have consistently moved forward while ensuring most problems were resolved and plans were implemented. Despite occasional feelings of frustration, I have remained approachable to Town staff at all levels of the organization, maintained a positive public dialogue with the Select Board—as well as other boards and committees—and been responsive to the needs of the community.

Town Manager Evaluation 2021

The Town Manger's evaluation is comprised of 3 main sections:

1. Town Manager's Self Evaluation (to be included in the final evaluation)
2. Select Board summary narrative and itemized tabulation of the 5 Select Board members from 2020-2021.
3. Staff summary narrative and itemized tabulation. 30 of the 35 invited staff members participated, including 12 from Senior Management Team and 18 Division Managers.

Town Manager Evaluation 2021

Select Board Summary Narrative and Itemized Tabulation

2020-21 was an unusual and difficult year, with Covid-19 dominating all decisions globally and locally. The Town Manager's top priority was necessarily to keep residents and employees safe. He and his staff spent countless hours adapting workflow, developing the logistics for remote work, keeping up with rapidly shifting public health conditions and adapting to constantly changing regulations. These efforts, while successful, obviously took away time and energy from the usual planning, management and communication functions of the Town Manager and his staff.

A. Goals from Previous Year

This is a hard section to report because the period of COVID has masked a great deal. However, we heard complaints and concerns about the Town Manager's leadership, opinions and authoritative over- reaches. At the same time, the Town Manager has a tendency to respond to questions as mistaken or from a self-professed position of greater knowledge, with an expectation that the questioner take his position as right.

Goal 1: The Town Manager will continue to regularly and frequently inform the Select Board and keep them fully apprised about key town operations, incidents, and developments.

On this goal, the Board is evenly split with half saying he consistently meets expectations and half saying he needs improvement. Comments were:

Depth of briefings and timing for Select Board endorsement need more attention for Town Manager initiatives going forward.

Town Manager reports have been a successful way to inform the Board about key operational developments.

Town Manager failed to recognize sensitivity of the TIF issue, but has improved somewhat since then. Still more work to do.

Would have appreciated more frequent updates on the Town House renovations, obstacles and cost overruns. Town Offices have been essentially closed for any in-person business since March 2020, with little regard for how this has impacted residents. While most neighboring communities have been open for months, Concord is still not fully open. The opening plan is inadequate and has not been well communicated to the public. There is no appreciation for how this has impacted the public. While we all want employee safety as a priority, that could have been accomplished while opening up sooner, at least on a limited basis.

The Town Manager did a great job informing the Board regularly about COVID developments. On the other hand, I did not feel fully informed about the plans for Regional Dispatch.

An unwelcome surprise was the need for several large sudden budget adjustments at year-end. Given the size and sensitivity of these, the Board should have been made aware as soon as the Town Manager knew.

Goal 2: The Town Manager will strive to improve his depth of knowledge of Concord and of town operations.

On this goal, the majority of the Board noted the need for improvement or ranked the Town Manager as not meeting expectations. Comments were:

Town Manager has continued to learn about uniqueness of Concord but there is much more to do.

Manages Concord as a generic wealthy suburban town, without much regard for its values, traditions and idiosyncrasies.

The Town Manager did not have sufficient depth of knowledge about Broadband.

I have seen consistent gains in the Town Manager's own knowledge of Concord and Town operations.

Goal 3: The Town Manager will ensure that the Select Board always receives a complete and accurate meeting packet by Friday for each Monday meeting.

Most Board members rated the Town Manager as needing improvement or not meeting expectations on this goal. Comments were:

Packets are getting better but need improvement. Town Manager needs to demonstrate that he is familiar with contents of packet and ready to discuss. Overall feeling is that citizens (including Select Board) are to be tolerated but not seriously considered.

It is the job of the Town Manager and his staff to review and approve materials before the Select Board is asked to discuss or vote on them. At times these materials are inconsistent, incomplete, or contain errors.

Significant improvement but remains challenging at times.

Agenda packets are not always complete by Friday and often need revision on Monday, sometimes only a few hours before the meeting begins. Packets sometimes contain inaccurate information (for example, the RECC vote). The Town Manager does not always appear to know what is contained in the packet.

Goal 4: The Town Manager will work hard to keep an open mind, asking questions and listening closely before making a decision.

Most Board members rated the Town Manager as needing improvement or not meeting expectations on this goal. One member commented that “Decisions are often made before the Select Board is brought in.” Other members cited specific decisions that were made with little or no input from the Board:

- a. Regional Dispatch: information was brought to the Board against an unnecessarily short deadline, which did not give the opportunity for proper review of the extensive documentation, governing and financing issues.
- b. Junction Village: Town Manager and Developer agreed to changes in the TIF agreement and requested Select Board signature without discussion or explanation.
- c. Restructuring of Planning Division to include Economic Vitality—inadequate info on this, including use of BID grant and particulars of reorganization, such as the Tourism Director’s new role.
- d. It appears that major personnel and organizational changes were made without first consulting the Select Board.
- e. Town Hall renovations: extent of the work, cost over-runs, delays, and impact on functioning of Town employees came pretty much after the fact.

Goal 5: Within the next few months, the Town Manager is strongly encouraged to solicit feedback from the SMT via the HR Director.

Three members checked “Cannot evaluate”, one wrote “Did not occur to my knowledge” and one wrote “Does not seem to”. One member commented: “The Town Manager has yet to report back to the Select Board as requested in his prior Goals on the feedback received from the Senior Management Team via the HR Director to gauge the effectiveness of his working relationship with his team and to solicit suggestions for improvement. This is especially important when significant personnel actions are taken before consultation with the Select Board.”

Goal 6: Regarding Personnel Management, the Town Manager will inform the Select Board

On this goal, the majority of the Board ranked the Town Manager as meeting or exceeding expectations. There were no comments specifically for this item.

B. Relationship with Select Board

The majority of the Board ranked the Town Manager as meeting or exceeding expectations on these items:

- Accomplishing goals for the year.
- Providing the Board with pertinent and timely information regarding performance of Town operations.

The Board is split on these items, with some members ranking the Town Manager as meeting expectations, some rating him as needing improvement, and one member ranking him as consistently meeting expectations:

- Keeps Board informed on issues, needs and operations of Town departments.
- Fully informs the Board on major personnel and program changes.

The majority of the Board noted the need for improvement or ranked the Town Manager as not meeting expectations on these items:

- Interpreting, supporting, and implementing directives of Board (2 members commented that the Town Manager was not responsive to the views of the Board on recommending the cost of the Middle School stay below \$100 million.)
- Offering professional advice based on thorough analysis.
- Maintaining professional relationship with the Board, promoting a climate of mutual respect and trust.

Comments on Specific Items:

Item 1: Managed COVID-19 well

Launched regional dispatch center and implemented police body cameras.

Item 2: At cross-purposes with the Select Board on the middle school scope/budget.

Item 3: After Select Board approval, modified TIF agreement without consulting the Board.

Item 4: There has been some improvement over the past few months. Town Manager Reports are working well.

Item 6: Makes decisions, then comes to the Select Board for rubber stamp, for example with Regional Dispatch and the reorganization of Economic Vitality.

Item 7: Town Manager defined DEI goal for FY21 but did not significantly communicate it to the Select Board.

Item 8: A better understanding of the Town Manager's goals for the town, as well as his own professional development goals for the year, are needed.

Strengths

Energetic. Takes initiative. Responsive, clear and proactive communicator. Broadly familiar with operational aspects of town government.

Town Manager did an excellent job of navigating Town during Covid and keeping the Board informed.

Weaknesses

He does not appear to understand, appreciate or respect the role of boards and committees in Concord.

The Town Manager seems to be both dismissive of and burdened by the Select Board.

I get the sense the Town Manager finds communication with the Select Board a burden.

Micromanagement of finance/operations/communications, but lack of attention to detail/process discipline in meeting preparation and execution of board directives. Motives and actions are sometimes not transparent, limiting trust and opportunities for consensus building.

Town Manager needs to fit in better with the tradition of Concord and not impose his vision upon the Town. The strict “letter” of the strong Town Manager form of government definition does not always apply, as much as the “spirit” of the charter.

The Board and the Concord community are looking for the Town Manager to first seek our input, then deliberate and build consensus, rather than making decisions and then trying to sell those decisions to us. In these examples, decisions were already made by the time Select Board was brought in:

- Restructuring of Planning division to include Economic Vitality—inadequate info on this, including use of BID grant and particulars of reorganization, such as the Tourism Director’s new role.
- Major personnel and organizational changes were made without first consulting the Select Board.
- Town Hall renovations: extent of the work, cost over-runs, delays, and impact on functioning of Town employees came pretty much after the fact.
- RECC: information was brought to the Board against an unnecessarily short deadline, which did not give the opportunity for proper review of the extensive documentation, governing and financing issues. By the time the presentation was made to the Select Board, commitments had already been made, without input from the Select Board or adequate public comment.

The Town Manager should build consensus thru authentic participation, collaboration and transparency in decision-making. Therefore, a crucial goal for this next year is for him to demonstrate ways in which his actions are result of advice and not his own ideas.

The Select Board needs to know where he is struggling and how we can support and help him.

He needs to prepare better for Select Board meetings. At times, research and analysis is not thorough. He does not always have a grasp of the essential components or details of the matter at hand.

C. Leadership

All Board members rated the Town Manager as meeting or exceeding expectations on these items:
Keeps abreast of the latest developments in government regulation and legislation and advises the Board as to possible local influence and impact.

Responds quickly and decisively to unexpected circumstances (although one commented that the Broadband lapse was a notable exception, and another commented that the COVID response for virtual committee meetings was much later than that of our peer communities.)

On these items the majority of the Board ranked the Town Manager as usually meeting expectations, although 2 members rate him as needing improvement:

Prepares annual and interim reports on continuing programs and issues of concern.

Demonstrates strong familiarity with Envision Concord, its goals and recommendations/actions; use it as a guiding light for administration. One member commented that the Town Manager rarely if ever talks about Envision Concord and does not seem to utilize it to inform his decisions.

On these items the Board is evenly split with half saying he meets expectations and half saying he needs improvement:

Inspires others to highest professional standards.

Effectively implements the policies of the Board of Select Board and relevant decisions of Town Meeting.

Although not all members were able to evaluate, the majority ranked the Town Manager as needing improvement or rarely meeting expectations on:

Provides unbiased guidance to all elected and appointed officials as well as an engaged and diverse citizenry. One member commented that he seems biased toward the outcome he wants.

Aids in conflict resolution and builds consensus as a skilled collaborator/facilitator and persuasive negotiator. Guides groups to meet collective needs of the community and annual goals of the Select Board.

The majority of the Board ranked the Town Manager as needing improvement on:

Identifies innovative solutions and builds consensus while allowing for diversity of opinions from all affected parties. (One commented that he is innovative, and two members commented that he that he seems threatened by differing opinions.)

Nurtures and embraces an established positive culture while promoting civility and professional decorum in all public discourse. (One member commented that staff complaints have grown.)

Comments on Specific Items

Item 1: We need to clarify Select Board's and Town Manager's role and responsibilities for actually working with the legislature, in the process for adoption of Annual Town Meeting home rule petitions.

Item 1: Did not accurately represent the Select Board's position at meetings of the Middle School Building Committee.

Item 2: Has done so effectively throughout Covid-19 pandemic.

Strengths

Energetic. Takes initiative. Responsive, clear and proactive communicator. Broadly familiar with operational aspects of town govt.

Strong leadership in working with the business community.

Weaknesses

Micromanagement of finance/operations/communications, but lack of attention to detail/process discipline in meeting preparation and execution of board directives. Motives and actions are sometimes not transparent, limiting trust and opportunities for consensus building.

In most of the above the concern arises from an increasing sense that the Town Manager is burdened by staff rather than humbled by the strength of the staff. Does not access or acknowledge capabilities on his team or in the town. Needs to learn to bury his ego.

D. Management

The majority of the Board rated the Town Manager as meeting or exceeding expectations on these items:

- Utilizes evolving IT innovations to improve communications and build added efficiencies in the delivery systems of the community through the thoughtful use of all the latest “best management” practices for local government excellence.
- Assures the safe and efficient operation of Town departments (One member commented that the Town Manager assures the safe operation of Town departments but not their efficient operation).

Although not all members were able to evaluate, most who did ranked the Town Manager as needing improvement on:

- Develops good staff morale and loyalty to the organization (one member commented that this is true in some departments, not others)
- Values SMT and maintains positive working relationships with staff; coaches and mentors as needed.

On these items, the Board is evenly split with half saying he usually meets expectations and half saying he needs improvement:

- Manages his time so he can multi-task a myriad of complex issues while remaining focused on Select Board priorities.
- Informs and advises the Select Board in appropriate matters of collective bargaining and grievance hearings. Keeps Select Board informed prior to recommending contract approval.

All but one member of the Board ranked the Town Manager as needing improvement or not meeting expectations on:

- Builds consensus on key initiatives across town staff, boards, committees and other parties.
- Aligns management style with Concord's traditions/governance model/deliberation process (one member commented that this seems at odds with his own style).

On this item, all Board members rated the Town Manager as needing improvement or not meeting expectations:

- Manages Town affairs in an open, diplomatic and transparent manner.

Comments on Specific Items

Items 3,4,5: At times it appears that the Town Manager first makes decisions and then tries to convince everyone that his decision is best.

Item 7: Collective bargaining: 3 Members commented that there has been some improvement this year over last year.

Item 8: More coaching and mentoring is needed for staff in the Town Manager’s office.

Strengths

The Town Manager is highly adaptable, and this was a huge strength as he navigated COVID challenges and kept Town on track.

Excellent judgement on public safety and public health matters; proactive communication on collective bargaining and legal issues; seeks operational improvements and efficiencies.

Weaknesses

Micromanagement of finance/operations/communications, but lack of attention to detail/process discipline in meeting preparation and execution of board directives. Motives and actions are sometimes not transparent, limiting trust and opportunities for consensus building.

The Town Manager should write up his sense of his priorities and those of the town and a roadmap for the upcoming year. We should meet as a Select Board to draw up our own version and compare.

E. Budget Management

The majority of the Board rated the Town Manager as meeting or exceeding expectations on these items:

- Coordinates preparation of the annual budgets. (The dissenting member commented that it is unclear who prepares the budget)
- Presents the budgets to the Select Board in a manner which promotes their full understanding.
- Demonstrates thoughtful, creative financial budget management as well as strategic capital planning skills.
- Expends Town Meeting-approved budgets through effective use of budget forecasting, accounting and control systems.
- Provides creative management of available resources to increase productivity and economy.

On these items the majority of the Board ranked the Town Manager as usually meeting expectations, although 2 members rate him as needing improvement:

- Maintains confidence of the residents in quality and value of service received in relation to taxes paid.
- Considers input received from elected and appointed officials, and of constituent needs, while formulating budgets and plans. (One member commented "Considers only the input he wants." Another wrote that his presentations lack detail and do not invite deliberation or suggestions.)

Strengths

Town Meeting once again unanimously endorsed the town budget and heartily endorsed the Town Manager appropriation articles.

The new budget book format was recognized by the GFOA with its best practices award.

The Town Manager is a good presenter.

Weaknesses

While the Town Manager has shown improvement in understanding the budgetary process, it is increasingly evident that he is divulging only the planning and information he deems relevant to the Select Board or whatever body he is speaking to. Therefore, there is increasing sense that he is not wholly transparent or honest, but rather shifts budgets to meet his goals.

More effort needs to be put into monitoring expenses. Examples include the legal budget, and the need for large sudden and unexpected budget adjustments at year-end.

The Town Manager and Select Board would benefit from a discussion of the Town Manager's approach to the legal and risk management budgets.

F. Communications and Public Relations

The majority of the Board ranked the Town Manager as meeting or exceeding expectations in the categories of:

- Demonstrating strong public speaking and presentation skills, although one member commented that his “responses do not always leave people feeling heard.”
- Communicating the mission and accomplishments of the Town to staff and community.
- Developing positive productive relationships with the School Superintendent, Town departments, business community, state and other officials/agencies, as well as the news media.

The majority of the Board noted the need for improvement or ranked the Town Manager as not meeting expectations in the areas of:

- Understanding the needs/aspirations of the community.
- Listening and empowering various constituencies to help provide the highest level of customer service.
- Soliciting and giving attention to various groups and community individuals. One member commented that the Town Manager has “increasingly has done so” but the “challenge is to remain open to community groups/individuals when he does not agree with their approach or point of view.”
- Collaborating and deliberating to allow for community involvement.
- Earning the respect and confidence of the community.

Strengths

Strong working relationship with the Business community. Has earned their support.

Very positive working relationship with school district and superintendent.

Willing to acknowledge mistakes and make changes.

Good zoom management during pandemic.

Weaknesses

More attention needed by Town Manager and his office in follow-up correspondence to close the loop after SB meetings.

Suggested improvements to the Town website are needed.

At times it appears that the Town Manager first makes decisions and then tries to convince everyone that his decision is best.

G. Personal Qualities and Characteristics

The majority of the Board ranked the Town Manager as meeting or exceeding expectations in the categories of:

- Expressing ideas
- Representing the Town in a professional manner
- Exhibiting health and energy
- Demonstrating ability to meet intellectual challenges
- Demonstrating passion and a “can-do” attitude

Two or more members noted the need for improvement in the areas of:

- Ethics/integrity
- Approachability
- Details and follow-through

Strengths

It is obvious to all that the Town Manager has a great deal of energy and passion.

Although it is difficult at times, he succeeds in maintaining a positive and professional demeanor at public meetings.

Moves from one conversation or meeting to the next without missing a beat.

Weaknesses

(No specific comments)

H. Goals for the Upcoming Year

1. Seek Input and Build Consensus: The Town Manager should build consensus through authentic participation, collaboration and transparency in decision making. A crucial goal for this year is for him to demonstrate ways in which his actions are the result of advice and not his own ideas.

The Board and the Concord community are looking for the Town Manager to first seek our input, then deliberate and build consensus, rather than making decisions and then trying to sell those decisions to us.

The Town Manager should make a habit of listening closely to staff, Select Board members, and community voices, especially those with whom he is not inclined to agree. He should strive to find time for reflection and consultation with a broad representation of staff and community, to best inform his decision-making.

As the Town Manager learns to listen more to the input of Board and Community members, he will build increasing trust between himself and the Select Board, as well as gain increasing respect from the community.

2. Continue to gain knowledge of culture of Concord and relationship of Select Board and committees to Town Manager. The Town Manager should improve his knowledge of the Town, its employees, constituencies both formal and informal, and its customs and practices. The Select Board expects the Town Manager to diligently pursue a more complete understanding of Town operations and the Concord community as a whole, and that this concern be more evident in his decisions and deliberations. He should consider ceasing to be a member of Town Committees.

The “letter” of the strong Town Manager form of government definition is not always the most effective way to get things done; instead, the Town Manager’s actions need to reflect the general supervisory role assigned to the Select Board in the Town Charter. By striving to fit in better with the tradition of Concord and not imposing his vision upon the Town, he may find that he becomes more effective.

3. Make Select Board duties in Town Manager Office a higher priority:

The Town Manager shall implement Select Board decisions faithfully and bring issues back to the Board if any revisions are required.

Improve process discipline in meeting preparation, ensuring that materials are complete and accurate. The Town Manager should redouble his efforts to ensure that the Select Board always receives a complete and accurate meeting packet by noon on Friday for each Monday meeting.

The Town Manager needs to be more diligent in his advance review of materials to be considered by the Board for compliance with legal, regulatory and other requirements. Expected motions and votes should be properly drawn with alternatives where appropriate.

Attention to detail in minutes.

Make sure correspondence is distributed in a timely manner to Select Board.

Following each meeting, more attention is needed by Town Manager and his office in follow-up correspondence to close the loop for the Select Board.

4. All town depts/offices/services should be re-opened to the public by Sept 30, 2021.

Unless there is a further Declaration of Emergency, the Town Manager should take all necessary steps to re-open all offices, programs and services that were open to the public pre-COVID.

5. Within the next 60 days, the Town Manager should develop a strategic multi-year plan for each of the following key issues and update the Select Board on progress monthly:

- a. Address lack of phone service in downtown area. If 5G is being considered, be aware that this is a very sensitive issue to many citizens.
- b. Broadband failure: Needs to reassure Town and Board that the right staff are in place to fund and grow this service. Develop and announce new communication plans and contingency plans.
- c. In-depth approach to significant improvements in health of White Pond, and any other hot spots.
- d. Fully implement recommendations of the Capital Planning Task Force.
- e. Monitor projected costs of Middle School Building project and suggest creative ways to fund it.
- f. Periodic updates to the Select Board on the RECC, including direct and indirect operating costs to the Town, capital costs, grant updates, personnel issues, IT readiness, and proposed timeline.
- g. Collaborative effort with the Select Board to develop priorities and budget for ARPA funds.
- h. Succession planning: identify potential SMT retirements, develop potential internal candidates and develop a search committee with representatives from relevant committees.
- i. Resolution of Estabrook and community healing.
- j. Define his own professional development goals for the year and present to the Select Board, including a development plan for his growth as a Town Manager and ways he plans to seek assistance. The Select Board needs to know where he is struggling and how we can support and help him. The Town Manager should consider working toward becoming an ICMA Credentialed Manager.

A. Goals from Previous Year

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. The Town Manager will continue to regularly and frequently inform the Select Board and keep them fully apprised about key town operations, incidents, and developments. This is particularly important for high visibility issues as well as for key developments that pertain to Select Board members' liaison assignments.		2	1	2		
2. The Town Manager will strive to improve his depth of knowledge of Concord and of town operations. The Select Board expects the Town Manager to diligently pursue a more complete understanding of town operations and the Concord community as a whole and for this to be evident in his decisions and deliberations.		1	1	2	1	
3. The Town Manager will ensure that the Select Board always receives a complete and accurate meeting packet by Friday for each Monday meeting. Furthermore, he is advised to pro-actively preview each agenda item in advance with regard to OML, Town policies, Town Counsel review, etc., giving guidance to the Select Board chair as needed. The Town Manager needs to be prepared for his weekly Town Manager's report and have already discussed with his appropriate staff member(s) weekly Select Board agenda items. Acknowledging attribution for staff content contributions is important.			1	2	2	
4. The Town Manager will work hard to keep an open mind, asking questions and listening closely before making a decision. He will make a habit of listening closely to staff, Select Board members, and community voices, including those that he is not inclined to agree with. He will implement Select Board decisions faithfully and bring issues back to the board if any revisions are required.		1		3	1	
5. Within the next few months, the Town Manager is strongly encouraged to solicit feedback from the SMT via the HR Director to gauge the effectiveness of his working relationship with his team and to solicit suggestions for improvement.				1	1	3
6. Regarding Personnel Management, the Town Manager will inform the Select Board on issues such as collective bargaining strategy and progress, significant personnel changes at the SMT level, and any planned major organizational change.		1	3		1	

B. Relationship with the Board of Select Board

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Accomplishes goals and objectives established for the year.		2	1	1		1
2. Interprets, supports and implements policies and directives of Board.		1	1	2	1- interprets - yes; however, implements his own ideas.	
3. Works well with the chair to establish clear direction for Select Board meetings by providing agendas and support material that allow for reasonable policy formation and decision making.			1	1		3
4. Keeps Board informed on issues, needs and operation of the Town departments.		1	3	1		
5. Offers professional advice to the Board on items requiring action, with appropriate recommendations based on thorough study and analysis.			3	1- the latter is hard to determine	1-lacks thorough study and analysis	
6. Fully informs the Board of the implications of all major personnel and program changes.		1	2	1- never appears that we are "fully" informed	1	
7. Provides Board with pertinent and timely information regarding performance of Town operations.	1	1	3			
8. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.		1		2	2	

C. Leadership

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Effectively implements the policies of the Board of Select Board and relevant decisions of Town Meeting.		1	2	2 – does so when he agrees		
2. Keeps abreast of the latest developments in government regulation and legislation and advises the Board as to possible local influence and impact.		3	2			
3. Provides unbiased guidance to all elected and appointed officials as well as an engaged and diverse citizenry.			1	1	1-Biased toward the outcome he wants	2
4. Inspires others to highest professional standards.			2	1	1--Not always truthful	1
5. Prepares annual and interim reports on continuing programs and issues of concern.			3	1	1-Rarely, if ever	
6. Responds quickly and decisively to unexpected circumstances.		2	2	1-Normally a strength, but broadband outage was a major lapse		
7. Identifies innovative solutions and builds consensus while allowing for diversity of opinions from all affected parties.		1	1-Innovative	3-Seems threatened by different opinions		

8. Nurtures and embraces an established positive culture while promoting civility and professional decorum in all public discourse.

9. Aids in conflict resolution and builds consensus as a skilled collaborator/facilitator and persuasive negotiator. Guides groups to meet collective needs of the community and annual goals of the Select Board.

10. Demonstrates strong familiarity with Envision Concord, its goals and recommendations/actions; use it as a guiding light for administration.

	1	1	2	1-Staff complaints have grown	
	1		3		1
	1	2	2		

D. Management

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Assures the safe and efficient operation of Town departments.	2	Operations Consistently safe	2	Operations are not efficient		1
2. Manages his time so he can multi-task a myriad of complex issues while remaining focused on Select Board priorities.		1	1	2		1
3. Builds consensus on key initiatives across town staff, boards, committees and other parties.		1		3	1	
4. Aligns management style with Concord's traditions/governance model/deliberation process			1	3	1—this seems at odds with his own style	
5. Manages Town affairs in an open, diplomatic and transparent manner.				3	2	
6. Informs and advises the Select Board in appropriate matters of collective bargaining and grievance hearings. Keeps Select Board informed prior to recommending contract approval.		1	3	1		
7. Develops good staff morale and loyalty to the organization.			1	2-true in some departments but not all		2
8. Values SMT and maintains positive working relationships with staff; coaches and mentors as needed.			1	2-Needs to coach&mentor		2

9. Utilizes evolving IT innovations to improve communications and build added efficiencies in the delivery systems of the community through the thoughtful use of all the latest “best management” practices for local government excellence.

	2	1	1– increasing broadband issues are concerning		1
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E. Budget Management

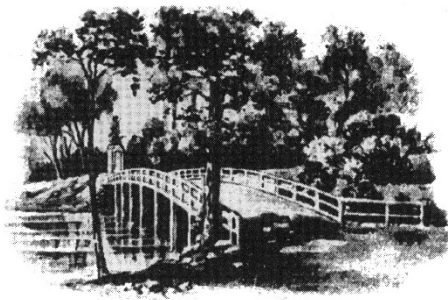
	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Coordinates preparation of the annual budgets.		2	2	1 – unclear what he prepares		
2. Presents the budgets to the Select Board in a manner which promotes their full understanding.			4— this has improved	1		
3. Consider input received from elected and appointed officials, and of constituent needs, while formulating budgets and plans.		1	2	1	1- considers only the input he wants	
4. Demonstrate thoughtful, creative financial budget management as well as strategic capital planning skills.		2	2		1	
5. Expends Town Meeting-approved budgets through effective use of budget forecasting, accounting and control systems.		3	1			1
6. Provides creative management of available resources to increase productivity and economy.		3	1			1
7. Recommends annual operating goals and objectives for the Town.			2	1 – the goals seem to come from SMT not the TM		2
8. Maintains confidence of the residents in quality and value of service received in relation to taxes paid.		2	1		2- He does not	

F. Communications and Public Relations

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Demonstrates strong public speaking and presentation skills.	1	3	1			
2. Communicates the mission and accomplishments of the Town to staff and community.		3	2			
3. Understands the needs and aspirations of the community.			1	3 – he picks and chooses		1
4. “Listens” and empowers various constituents in the local government to help provide the highest level of customer service and professional results.		1	1	2-- he picks and chooses	1	
5. Solicits and gives attention to the perspectives of various groups and individuals on community issues.			1	2	1 – he listens to those he thinks are important	1
6. Collaborates and deliberates in a manner that allows for community involvement by an active, engaged, knowledgeable and diverse citizenry.			1	2	2	
7. Develops and maintains a positive productive working relationship with the School Superintendent. Builds consensus between the School and Municipal Administrations.	2	2	1			
8. Works effectively with representatives of Town departments, state agencies and officials, community leaders and local non-profit agencies.		1	2	1-Although his effectiveness is unknown		1
9. Develops good relationships with the news media.		3	1			1
10. Earns the respect and confidence of the community.		1		1	2	1

G. Personal Qualities and Characteristics

	Consistently Exceeds Expectations	Consistently Meets & occasionally exceeds expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations	Cannot Evaluate
1. Maintains high standards of ethics, honesty and integrity in personal and professional matters.			3	1	1	
2. Expresses ideas in a logical and forthright manner, both verbally and in written form.	verbal	3	2-written			
3. Approachable leader; encourages open communication with staff, the public and Select Board.		1	1	1	1	1
4. Represents the Town in a professional manner at meetings within the town, in regional governmental agencies, and at the state level.	1	2	2			
5. Exhibits the necessary health and energy to meet the responsibilities of the position.	3	2				
6. Maintains personal professional development.			1	1		3
7. Pays attention to details and follows through on plans and decisions to ensure effective implementation through action.			1	2	2-does not attend to details	
8. Demonstrates ability to meet intellectual challenges in solving complex problems and issues.	1	2				2
9. Demonstrates passion, energy, commitment to excellence, and a “can-do” attitude to guide Concord into the next decade.		3	1		1	



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

TO: Select Board, Town of Concord

FROM: Terri Ackerman, Chair, Select Board

RE: Summary of Survey Responses

DATE: August 12, 2021

The Select Board requested that Seder & Chandler complete a confidential, anonymous Survey of designated employees in the Town of Concord through the Survey Monkey Computer Program in connection with the evaluation of the performance of the Town Manager, Stephen Crane. We received 30 responses from the 35 managerial and administrative Staff Members (the "Staff") that received the Survey from Seder & Chandler.

The Town Manager has cooperated fully with the Select Board in having this Survey done of his Staff.

I. General Multiple-Choice Responses from Staff

The first part of the Survey consisted of multiple choice questions involving management style and skills; understanding of the operations and Departments of the Town of Concord; effective communication and support of Department Heads and other Town personnel; interaction with the Select Board and the Community; professional development of Staff; maintaining a positive culture of mutual respect and trust, both with Staff and the Community; maintaining professional and personal ethical standards; as well as other areas of executive management.

The responses to these multiple-choice questions are attached for your review. They are divided into: Tab 1: Responses from the Senior Management Team; Tab 2: Responses from Non-Senior Management Staff; and Tab 3: Additional Responses from Staff who report directly to the Town Manager. The responses from the Senior Management Team were generally positive for the Town Manager, while the non-SMT responses were more mixed.

II. Narrative Responses

The second part of the Survey consisted of narrative responses from all Staff providing opinions on the management style and skills of the Town Manager and suggestions for improvement. Not all Staff responded to these questions. Again, comments from the Senior Management Team were generally positive for the Town Manager, while the non-SMT comments were more mixed.

Some Respondents stated that the Town Manager has performed well and has effectively managed Departments, Staff, and the Community during an unprecedented Pandemic, and that he has built positive relationships with Town Departments, Staff and the Community. Some related that he faced numerous challenges with personnel and community issues from the beginning of his tenure and that he handled various matters in a professional and effective manner.

While many comments were positive, areas for improvement and change were recommended, as follows:

The Town Manager needs to:

1. Have a better understanding of the functions of Town Departments and needs to provide more support and resources to assist Departments in meeting expected goals.
2. Evaluate and improve administrative procedures, modernize technology to facilitate the effectiveness of the various Departments, and update the Town's Personnel Policies & Procedures.
3. Have better communications with employees at all levels, particularly if he is considering changing policies that directly affect employees, such as eliminating performance reviews and merit raises.
4. Prepare well for meetings and ensure follow-up after meetings, so decisions are fully communicated, everyone is on the same page, and projects are not delayed.
5. Continue to be more available and visible to Staff, ensuring that everyone knows his office location and office hours.
6. Be willing to listen and facilitate ideas beyond his own, particularly from Division Managers, who often have the most detailed knowledge and expertise in a particular area.
7. Demonstrate an interest in all employees, promote those who are most qualified, and not appear to have favorites.

The final narrative question asked Respondents to provide additional comments and information relative to the evaluation of the Town Manager. Overall, these responses were positive and concentrated on past professional challenges and how the Town Manager worked well with The Senior Management Team to resolve various issues. Many again reiterated suggested improvements, as stated above, and stressed that Concord's success will require respectful and coordinated management across all Town Departments, Boards, and Committees.

TAB 1

Responses from the SMT, which excludes responses for those reporting directly to the Town Manager and responses where narratives are requested

Q1 Are you a member of the Senior Management Team?

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
TOTAL		12

Q4 Make decisions and deliberate in a manner that demonstrates an understanding of Concord's operations, culture, and values.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q5 Demonstrate increasing knowledge of Concord and of the Town's operations.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q6 Provide creative management of available resources to increase productivity and economy.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q7 Effectively communicate the mission and accomplishments of the Town to staff and the community.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q8 Work effectively with your department/division.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q9 Work hard to become informed about the operations, incidents, and developments within your department/division.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	50.00%	6
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q10 Advise you of Select Board agenda items relevant to your position and discuss them with you in advance to obtain relevant input/information.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	16.67%	2
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q11 Ensure that you are informed of and engaged as appropriate in any major organizational change impacting your position.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q12 Advise you or your department head of external and internal developments that impact or could influence operations.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q13 Understand your department/division needs, operations, accomplishments, and challenges, and accurately relay in public forums as appropriate.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q14 Ensure your department/division has the sufficient resources to meet operational needs and comply with administrative requirements.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	25.00%	3
Usually – Effective Level	50.00%	6
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	16.67%	2
TOTAL		12

Q15 Demonstrate an open mind, asking questions and listening closely before making a decision.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q16 Demonstrate that he listens closely to staff, Select Board members, and community voices, including those that he is not inclined to agree with.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q17 Establish and maintain effective channels of communication.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q18 Express ideas in a logical and forthright manner, both verbally and in written form.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q19 Encourage open communication with staff, the public, and Select Board.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q20 “Listen” and empower various constituents in the local government to help provide the highest level of customer service and professional results.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	41.67%	5
Usually - Effective Level	33.33%	4
Inconsistently - Needs Some Development	16.67%	2
Rarely or Never - Needs Significant Development	8.33%	1
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q21 Assure the safe and efficient operation of Town departments.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q22 Administer the Town in accordance with laws, the Town Charter, rules, regulations, and the Town's policies.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q23 Follow through on plans and decisions to ensure effective implementation through action.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q24 Promote continuous improvement and excellence in the delivery of public services.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q25 Utilize evolving IT innovations to improve communications and build added efficiencies in service delivery.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	58.33%	7
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q26 Use the latest “best management” practices to create excellence in local government.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	25.00%	3
Usually - Effective Level	50.00%	6
Inconsistently - Needs Some Development	8.33%	1
Rarely or Never - Needs Significant Development	8.33%	1
Unknown / Not Applicable	8.33%	1
TOTAL		12

Q27 Ensure recruitment and hiring processes result in the employment of a highly competent workforce.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	58.33%	7
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q28 Approach personnel decisions in a non-discriminatory and impartial manner and be alert to those issues that affect staff morale.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	16.67%	2
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q29 Actively support a meaningful staff evaluation program that contributes to professional growth of personnel.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	0.00%	0
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	33.33%	4
Unknown /Not Applicable	16.67%	2
TOTAL		12

Q30 Encourage meaningful and balanced professional development of staff at all levels.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	25.00%	3
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	16.67%	2
TOTAL		12

Q31 Provide professional direction to staff based on appropriate study and analysis.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	8.33%	1
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	25.00%	3
TOTAL		12

Q32 Demonstrate knowledge and experience in negotiations within a collective bargaining environment; apply effective approaches to bargaining of union contracts.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	33.33%	4
TOTAL		12

Q33 Delegate responsibility effectively and appropriately.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q34 Nurture and embrace a positive culture while promoting civility and professional decorum in all public discourse.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	50.00%	6
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q35 Demonstrate passion, energy, commitment to excellence, and a “can-do” attitude to guide Concord into the next decade.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	8.33%	1
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q36 Maintain a professional working relationship with staff promoting a climate of mutual respect and trust.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	33.33%	4
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q37 Develop good staff morale and loyalty to the organization.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	16.67%	2
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q38 Demonstrate impeccable professional and personal ethical standards, integrity, respect, honesty and accountability. Inspire others to highest professional standards

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	25.00%	3
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q39 Support employees during COVID19 through policies and programs that promote wellness and work-life balance, so that employees can continue to provide excellent service to the community, including attending to the wellness of Concord's vulnerable populations.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	66.67%	8
Usually - Effective Level	25.00%	3
Inconsistently - Needs Some Development	0.00%	0
Rarely or Never - Needs Significant Development	8.33%	1
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q40 Lead, organize, and inspire staff.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	25.00%	3
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	16.67%	2
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q41 Engage the SMT and staff in supporting and implementing Select Board policies, directives, and goals.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	41.67%	5
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q42 Solicit feedback to gauge the effectiveness of his working relationships and to learn of suggestions for improvement.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	25.00%	3
Usually – Effective Level	41.67%	5
Inconsistently – Needs Some Development	33.33%	4
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q43 Establish and maintain respectful and harmonious relationships with individual employees as well as union and non-union groups, while supporting their interrelationships.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	33.33%	4
Usually - Effective Level	33.33%	4
Inconsistently - Needs Some Development	16.67%	2
Rarely or Never - Needs Significant Development	0.00%	0
Unknown / Not Applicable	16.67%	2
TOTAL		12

Q44 Ensure sound financial policies, practices, and procedures are utilized to support efficient financial management, risk mitigation, and the alignment of financial operations with Town, Department and Division missions.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	58.33%	7
Usually – Effective Level	25.00%	3
Inconsistently – Needs Some Development	8.33%	1
Rarely or Never – Needs Significant Development	8.33%	1
Unknown /Not Applicable	0.00%	0
TOTAL		12

Q45 Ensure sound technology policies, practices, procedures and resources are utilized to combat threats and manage risk while also ensuring efficient, effective, and consistent operations.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	58.33%	7
Usually – Effective Level	33.33%	4
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q46 Ensure sound personnel policies, procedures, and practices are utilized to ensure employees are treated fairly, equitably, and lawfully.

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	50.00%	6
Usually – Effective Level	16.67%	2
Inconsistently – Needs Some Development	25.00%	3
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	8.33%	1
TOTAL		12

Q47 Ensure sound sustainability-based policies, practices, and procedures are utilized to support the Town's goal of promoting a sustainable future and meeting current needs without compromising the ability of future generations to meet their needs.

Answered: 11 Skipped: 1

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	54.55%	6
Usually – Effective Level	27.27%	3
Inconsistently – Needs Some Development	9.09%	1
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	9.09%	1
TOTAL		11

TAB 2

Responses from Other Staff (Non-SMT), which excludes responses for those reporting directly to the Town Manager and responses where narratives are requested

Q1 Are you a member of the Senior Management Team?

Answered: 18 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	18
TOTAL		18

Q4 Make decisions and deliberate in a manner that demonstrates an understanding of Concord's operations, culture, and values.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	14.29%	2
Inconsistently – Needs Some Development	57.14%	8
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q5 Demonstrate increasing knowledge of Concord and of the Town's operations.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	28.57%	4
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q6 Provide creative management of available resources to increase productivity and economy.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q7 Effectively communicate the mission and accomplishments of the Town to staff and the community.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	0.00%	0
Inconsistently – Needs Some Development	50.00%	7
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q8 Work effectively with your department/division.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q9 Work hard to become informed about the operations, incidents, and developments within your department/division.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	7.14%	1
TOTAL		14

Q10 Advise you of Select Board agenda items relevant to your position and discuss them with you in advance to obtain relevant input/information.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	21.43%	3
TOTAL		14

Q11 Ensure that you are informed of and engaged as appropriate in any major organizational change impacting your position.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	7.14%	1
TOTAL		14

Q12 Advise you or your department head of external and internal developments that impact or could influence operations.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	28.57%	4
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q13 Understand your department/division needs, operations, accomplishments, and challenges, and accurately relay in public forums as appropriate.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q14 Ensure your department/division has the sufficient resources to meet operational needs and comply with administrative requirements.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q15 Demonstrate an open mind, asking questions and listening closely before making a decision.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q16 Demonstrate that he listens closely to staff, Select Board members, and community voices, including those that he is not inclined to agree with.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	14.29%	2
Inconsistently – Needs Some Development	50.00%	7
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q17 Establish and maintain effective channels of communication.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	28.57%	4
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q18 Express ideas in a logical and forthright manner, both verbally and in written form.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	35.71%	5
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q19 Encourage open communication with staff, the public, and Select Board.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q20 “Listen” and empower various constituents in the local government to help provide the highest level of customer service and professional results.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	21.43%	3
Usually - Effective Level	35.71%	5
Inconsistently - Needs Some Development	28.57%	4
Rarely or Never - Needs Significant Development	14.29%	2
Unknown / Not Applicable	0.00%	0
TOTAL		14

Q21 Assure the safe and efficient operation of Town departments.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q22 Administer the Town in accordance with laws, the Town Charter, rules, regulations, and the Town's policies.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	35.71%	5
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	14.29%	2
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	14.29%	2
TOTAL		14

Q23 Follow through on plans and decisions to ensure effective implementation through action.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q24 Promote continuous improvement and excellence in the delivery of public services.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	28.57%	4
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q25 Utilize evolving IT innovations to improve communications and build added efficiencies in service delivery.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	42.86%	6
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	14.29%	2
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	14.29%	2
TOTAL		14

Q26 Use the latest “best management” practices to create excellence in local government.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	14.29%	2
Usually - Effective Level	35.71%	5
Inconsistently - Needs Some Development	0.00%	0
Rarely or Never - Needs Significant Development	21.43%	3
Unknown / Not Applicable	28.57%	4
TOTAL		14

Q27 Ensure recruitment and hiring processes result in the employment of a highly competent workforce.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	35.71%	5
TOTAL		14

Q28 Approach personnel decisions in a non-discriminatory and impartial manner and be alert to those issues that affect staff morale.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	7.14%	1
TOTAL		14

Q29 Actively support a meaningful staff evaluation program that contributes to professional growth of personnel.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	0.00%	0
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	35.71%	5
Unknown /Not Applicable	7.14%	1
TOTAL		14

Q30 Encourage meaningful and balanced professional development of staff at all levels.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	21.43%	3
TOTAL		14

Q31 Provide professional direction to staff based on appropriate study and analysis.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	0.00%	0
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	14.29%	2
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	35.71%	5
TOTAL		14

Q32 Demonstrate knowledge and experience in negotiations within a collective bargaining environment; apply effective approaches to bargaining of union contracts.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	14.29%	2
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	71.43%	10
TOTAL		14

Q33 Delegate responsibility effectively and appropriately.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q34 Nurture and embrace a positive culture while promoting civility and professional decorum in all public discourse.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q35 Demonstrate passion, energy, commitment to excellence, and a “can-do” attitude to guide Concord into the next decade.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	28.57%	4
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q36 Maintain a professional working relationship with staff promoting a climate of mutual respect and trust.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	35.71%	5
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q37 Develop good staff morale and loyalty to the organization.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q38 Demonstrate impeccable professional and personal ethical standards, integrity, respect, honesty and accountability. Inspire others to highest professional standards

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	14.29%	2
Rarely or Never – Needs Significant Development	28.57%	4
Unknown /Not Applicable	7.14%	1
TOTAL		14

Q39 Support employees during COVID19 through policies and programs that promote wellness and work-life balance, so that employees can continue to provide excellent service to the community, including attending to the wellness of Concord's vulnerable populations.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	28.57%	4
Usually - Effective Level	14.29%	2
Inconsistently - Needs Some Development	35.71%	5
Rarely or Never - Needs Significant Development	21.43%	3
Unknown / Not Applicable	0.00%	0
TOTAL		14

Q40 Lead, organize, and inspire staff.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	14.29%	2
Usually – Effective Level	21.43%	3
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	21.43%	3
Unknown /Not Applicable	0.00%	0
TOTAL		14

Q41 Engage the SMT and staff in supporting and implementing Select Board policies, directives, and goals.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	28.57%	4
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	28.57%	4
TOTAL		14

Q42 Solicit feedback to gauge the effectiveness of his working relationships and to learn of suggestions for improvement.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	0.00%	0
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	35.71%	5
Unknown /Not Applicable	14.29%	2
TOTAL		14

Q43 Establish and maintain respectful and harmonious relationships with individual employees as well as union and non-union groups, while supporting their interrelationships.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	7.14%	1
Usually - Effective Level	42.86%	6
Inconsistently - Needs Some Development	35.71%	5
Rarely or Never - Needs Significant Development	7.14%	1
Unknown / Not Applicable	7.14%	1
TOTAL		14

Q44 Ensure sound financial policies, practices, and procedures are utilized to support efficient financial management, risk mitigation, and the alignment of financial operations with Town, Department and Division missions.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	21.43%	3
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	21.43%	3
TOTAL		14

Q45 Ensure sound technology policies, practices, procedures and resources are utilized to combat threats and manage risk while also ensuring efficient, effective, and consistent operations.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	21.43%	3
Usually – Effective Level	42.86%	6
Inconsistently – Needs Some Development	14.29%	2
Rarely or Never – Needs Significant Development	0.00%	0
Unknown /Not Applicable	21.43%	3
TOTAL		14

Q46 Ensure sound personnel policies, procedures, and practices are utilized to ensure employees are treated fairly, equitably, and lawfully.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	7.14%	1
Usually – Effective Level	28.57%	4
Inconsistently – Needs Some Development	42.86%	6
Rarely or Never – Needs Significant Development	7.14%	1
Unknown /Not Applicable	14.29%	2
TOTAL		14

Q47 Ensure sound sustainability-based policies, practices, and procedures are utilized to support the Town's goal of promoting a sustainable future and meeting current needs without compromising the ability of future generations to meet their needs.

Answered: 14 Skipped: 4

ANSWER CHOICES	RESPONSES	
Consistently – Clear Strength	28.57%	4
Usually – Effective Level	35.71%	5
Inconsistently – Needs Some Development	0.00%	0
Rarely or Never – Needs Significant Development	14.29%	2
Unknown /Not Applicable	21.43%	3
TOTAL		14

TAB 3

**Responses from Staff who report directly to
the Town Manager**

Q2 Do you report directly to the Town Manager?

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
TOTAL		12

Q48 Clearly identify his expectations for your performance (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	50.00%	6
Usually - Effective Level	25.00%	3
Inconsistently - Needs Some Development	0.00%	0
Rarely or Never - Needs Significant Development	25.00%	3
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q49 Give you timely feedback (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	41.67%	5
Usually - Effective Level	33.33%	4
Inconsistently - Needs Some Development	8.33%	1
Rarely or Never - Needs Significant Development	16.67%	2
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q50 Provide you with guidance in setting goals for your area of responsibility (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	16.67%	2
Usually - Effective Level	50.00%	6
Inconsistently - Needs Some Development	8.33%	1
Rarely or Never - Needs Significant Development	25.00%	3
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q51 Assist you in accomplishing your goals (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	41.67%	5
Usually - Effective Level	25.00%	3
Inconsistently - Needs Some Development	16.67%	2
Rarely or Never - Needs Significant Development	16.67%	2
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q52 Help you to identify areas for your own professional development (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	16.67%	2
Usually - Effective Level	50.00%	6
Inconsistently - Needs Some Development	0.00%	0
Rarely or Never - Needs Significant Development	33.33%	4
Unknown / Not Applicable	0.00%	0
TOTAL		12

Q53 Support you in your own professional development (if you are not a direct report of the TM, please reply "Not Applicable").

Answered: 12 Skipped: 0

ANSWER CHOICES	RESPONSES	
Consistently - Clear Strength	50.00%	6
Usually - Effective Level	16.67%	2
Inconsistently - Needs Some Development	8.33%	1
Rarely or Never - Needs Significant Development	25.00%	3
Unknown / Not Applicable	0.00%	0
TOTAL		12

Jeremy Romanul

From: tbardevyan <tbardevyan@yahoo.com>
Sent: Saturday, August 7, 2021 8:35 AM
To: Terri Ackerman; Susan Bates; Henry Dane; Linda Escobedo; Matthew Johnson; Jeremy Romanul
Cc: Mark Gailus
Subject: 2021-2022 Holiday schedule

Dear Members of the Select Board,

Seeing your admirably comprehensive schedule of Holidays for the 2021-2022 season, I would like to request that you add January 6th which is Armenian Christmas, as well as Three Kings' Day for many Hispanic communities. Another consideration is January 7th, as Orthodox Christmas.

Celebrating January 6th as Armenian Christmas is of great ancestral and emotional value to our family, as a way of affirming our deep connection to our roots and history filled both with achievements and tragedies, with continuous separations from loved ones to this day.

We and other families with Armenian heritage observe January 6th as Christmas regularly.

This special day is not mentioned much in public business calendars, but seeing your comprehensive list, and also noting that it is a day of special celebration as Three Kings' Day for Hispanic communities as well, I decided to venture bringing it to your attention.

Thank you for considering,

Tanya

Jeremy Romanul

From: anitatekle@gmail.com
Sent: Thursday, August 12, 2021 12:02 PM
To: Terri Ackerman; Matthew Johnson; Linda Escobedo; Henry Dane; Susan Bates
Cc: Jeremy Romanul; Nancy Brown; Anne Rarich; Erin Fife; Linda Ziffrin
Subject: DEI Commission Charge

Terri,
Matt has been working with the LWVCC's DEI Committee this week to revise the draft charge. We are very comfortable with the end product, and are grateful to Matt for the time and effort he put into the revised draft. The version that Matt will distribute for the packet is acceptable to us.

Matt asked me to distribute our discussion about the membership (now 9 members), which no longer specifies that there will be a member of the Library and a student from the District Cultural Competency Committee. I have copied our discussion below, which led to the agreement with Matt and us to delete specific references to either the Library or Schools.

- Membership – the consensus of the group is that membership should be as flexible as possible, without specifying in the charge particular groups to be represented. It is hoped that the Select Board will have the most flexibility in filling the slots, as folks step up to volunteer. It is the expectation that the DEI Commission will partner with a number of groups in order to achieve its goals and to reach a wider audience – COAR, LWVCC, religious groups, Human Rights Council, the School's DEI Committee, Town boards and committees (such as the Library), the business community, etc. These groups will play an important role in supporting and advancing the work of the Commission, without necessarily having them serve as a member of the Commission.
- Although there is support for a CCHS student to serve on the Commission, there appears to be some confusion as to the membership of the District Cultural Competency Committee. It is our understanding that this group is made up exclusively of school staff. Students are on the Intersections Club at the high school. We prefer that this not be specified in the charge, but it is hoped that one of the nine members can be a CCHS student.

Many thanks.

Anita Tekle, Member

LWVCC DEI Committee

Sent from [Mail](#) for Windows 10



Holy Family Parish
PO Box 220
Concord, MA 01742
978-369-7442

To: Concord Select Board Chair Linda Escobedo; Select Board Clerk Susan Bates;
Select Board Members Terri Ackerman, Jane Hotchkiss, and Matthew Johnson

Subject: Diversity, Equity, and Inclusion in Concord

Date: August 6, 2021

As Pastor of Holy Family Roman Catholic Parish in Concord, I am encouraged by the efforts being undertaken to establish a Diversity, Equity, and Inclusion Commission in the Town of Concord. I believe my hope for the establishment of a commission of this type is shared by many people within my parish and – I would pray – by all people of good will within the town.

The difficulties faced by our community, country, and world invite us to be creative in establishing ways for peoples of all faiths, nationalities, ethnicities, and the like in recognizing our commonality as human beings. Furthering these efforts will provide understanding to all and assist in appreciating the diversity that enriches the human experience.

It is noteworthy that many surrounding communities have already initiated or have begun the process to establish Diversity, Equity, and Inclusion Commissions in their cities and towns. It speaks well for the Town of Concord to not only follow suit but to also engage in discussions and initiatives that will add to the quality of life of all citizens in the community.

Sincerely,

Rev. Frank J. Silva
Pastor